



**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.*

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

Monday, January 28, 2019

12:00 p.m. Closed Session @ the Hospital Conference Room

1:00 p.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 Monday, January 28, 2019.

Closed Session will begin at 12:00 p.m. and Open Session beginning at 1:00 p.m. A copy of the agenda is attached hereto.

Dated: January 21, 2019

John Friel  
Chief Executive Officer

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



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**BOARD OF DIRECTORS  
SPECIAL FINANCE COMMITTEE MEETING AGENDA  
MONDAY, JANUARY 28, 2019**

**12:00 PM –CLOSED SESSION @ HOSPITAL CONFERENCE ROOM**

**1:00 PM – OPEN SESSION @ HOSPITAL CONFERENCE ROOM**

**41870 GARSTIN DRIVE, BIG BEAR LAKE, CA. 92315**

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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.

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**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 01/28/19)
  - B. Review of Scott Towle Report Regarding Acquisitions
2. **HOSPITAL QUALITY/RISK/COMPLIANCE REPORTS: \*Pursuant to Health & Safety Code Section 32155**
  - A. Risk/Compliance Management Report
    - Regarding Report on Staffing Ratios
3. **PUBLIC EMPLOYEE PERFORMANCE EVALUATION\*Pursuant to Government Section Code: 54957**
  - A. Chief Financial Officer

## 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. January 03, 2019
6. **OLD BUSINESS\***  
A. Discussion and Update on Policies and Procedures Under the CFO Supervision
7. **NEW BUSINESS\***  
A. Discussion and Potential Recommendation to the Board of Directors Willdan Financial Service Agreement
8. **PRESENTATION AND REVIEW OF FINANCIAL STATEMENTS\***  
A. December 2018 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  
January 03, 2019**

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

Garth Hamblin, CFO  
Shelly Egerer, Exec. Asst.

**STAFF:** Kerri Jex Mary Norman

**COMMUNITY  
MEMBERS:** None

**ABSENT:** None

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**OPEN SESSION**

**1. CALL TO ORDER:**

Board Member Nicely called the meeting to order at 12:00 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 January 03, 2019 Finance Committee Meeting Agenda as presented. Second by President Boss to adopt the January 03, 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 12:01 p.m. Hearing no request to address the Finance Committee, Board Member Nicely closed the Hearing Section at 12:01 p.m.

**2. ADJOURN TO CLOSED SESSION:**

**Board Member Nicely motioned to adjourn to Closed Session at 12:01 p.m. Second by President Boss to adjourn to Closed Session at 12:01 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 12:30 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 12:30 p.m. Hearing no request to address the Finance Committee, Board Member Nicely closed the Hearing Section at 12:30 p.m.

### **4. DIRECTOR'S COMMENTS:**

- None

### **5. APPROVAL OF MINUTES:**

**A. November 07, 2018**

**B. December 04, 2018**

**President Boss motioned to approve the November 07 and December 04, 2018 Finance Committee Meeting Minutes as presented. Second by Board Member Nicely to approve the November 07 and December 04, 2018 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:**

- None

### **7. NEW BUSINESS\***

- None

### **8. Presentation and Review of Financial Statements:**

**A. November 2018 Finances:**

- Mr. Hamblin reported the following:
  - Cash continues to be strong.
  - 339 days cash on hand.
  - \$193,000 surplus.
  - Net revenue is over budget.
  - Expenses continue to run under budget.
  - Acute days 50% under budget.
  - SNF days 13% lower than budget.
  - ER visits are at budget.
  - All clinic visit categories are above budget.
- Board Member Nicely asked for clarification on the graphs in the Finance Report; the date shows October but the Finance Report is for November also on page 5 the expense trend shows that it is increasing and would like to know what departments are increasing and asked that this information be provided to the full Board.

- The Finance Committee also requested that the policies & procedures under the CFO authority remain a standing agenda item until advised otherwise.

**B. CFO Report:**

- Mr. Hamblin reported the following information:
  - Admitting Policies & Procedures:
    - Department policies were approved at the October Board Meeting.
  - TruBridge:
    - The new TruBridge Director has been working with Patient Access staff on edits and denials to improve front-end process.
  - Productivity Benchmarking Assessment:
    - Admin Team has spent lengthy discussion on the assessment.
    - Meet with manager and incorporate some of the recommendations.
    - Report to be provided to full Board at the February meeting.

**Financial Advisory Services and Debt Capacity Assessment:**

- Began working with QHR to obtain information and passing on the information to Gary Hicks for the debt capacity assessment.
- Information will be provided to the Finance Committee and Board of Directors at the February meeting.

**Board Member Nicely motioned to approve the December 2018 Finances and the CFO Report as presented. Second by President Boss to approve December 2018 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 12:45 p.m. Second by President Boss to adjourn. Board Member Nicely called for a vote. A vote in favor of the motion was unanimously approved.**

- Board Member Nicely- yes
- President Boss- yes



## Recommendation for Action

Date: January 17, 2019  
To: Finance Committee & Board of Directors  
From: Garth Hamblin, CFO *GH*  
Re: Willdan Financial Service Agreement

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Recommended Action: The Board of Directors to approve the Willdan Financial Service Agreement with a three year term.

Background:

The Willdan Financial Service Agreement is a renewal agreement. We have used this vendor for several years and would like to execute a three year agreement. Willdan Financial Services is offering BVCHD the same services with no increase to cost.

Willdan Financial scope of services is to provide tax roll billing for BVCHD Measure F.



## Contract Cover Sheet

Contract Name: Willdan Financial Services

Purpose of Contract: Tax Roll Billing Services

Contract # / Effective Date / Term 1 Expires 2022

Originating Dept. Name / Number: Accounting Renewal

Department Manager Signature: \_\_\_\_\_ Date: \_\_\_\_\_

BAA: ☐ Yes ☒ No

W-9: ☒ Yes ☐ No

<u>Administrative Officer</u>	Signature: <u>NA</u>	Date: <u>NA</u>
<u>HIPAA/Privacy Officer</u> (as appropriate)	Signature: <u>NA</u>	Date: <u>NA</u>
<u>Legal Counsel</u>	Signature: <u>via email</u>	Date: <u>1-16-19</u>
<u>Compliance Officer</u>	Signature: _____	Date: <u>NA</u>
<u>Chief Financial Officer</u>	Signature: <u>[Signature]</u>	Date: <u>15 Jan 2019</u>
<u>Chief Executive Officer</u>	Signature: <u>[Signature]</u>	Date: <u>1-16-19</u>
<u>Board of Directors</u> When Applicable	Signature: <u>[Signature]</u>	Date: <u>1-16-19</u>

1. Final Signatures on Contract, BAA & W-9: Date: 1-16-19
2. Copy of Contract/BAA/W-9 forwarded to Department Manager: Date: 1-16-19
3. Copy of Contract/BAA/W-9 forwarded to Contractor (if applicable): Date: 1-16-19
4. Copy of Contract/BAA/W-9 scanned/emailed to Controller and Legal: (if applicable) Date: 1-16-19

## Contract Cover Sheet

### CONFIDENTIAL NOTICE:

Note: This document and attachments are covered by CA Evidence Code 1157 and CA Health and Safety Code 1370.  
NOTICE TO RECIPIENT: If you are not the intended recipient of this, you are prohibited from sharing, copying or otherwise using or disclosing its contents. If you have received this document in error, please notify the sender immediately by reply email and permanently delete this document and any attachments without reading, forwarding or saving them. Thank you  
Updated 5/2017





January 14, 2019

Garth Hamblin  
BEAR VALLEY COMMUNITY HEALTHCARE DISTRICT  
PO Box 1649  
Big Bear Lake, California 92315

**Re: Letter Agreement to Provide Annual Tax Roll Billing Services for Measure F**

Dear Mr. Hamblin,

The following is a proposed scope of services to provide tax roll billing services for Bear Valley Community Healthcare District's (BVCHD) Measure F. Project Manager Tony Thrasher and Principal Consultant Roxanne "Rox" E. Shepherd of Willdan Financial Services ("Willdan") are prepared to offer you the same personalized attention and these services, at the same fee as in prior years.

It is noted that this is the fifth of ten tax roll years under Measure F. For your convenience, this proposal offers a single or three-year option. Please indicate your preference in the box provided below. The following exhibits are made a part of this document:

- **Exhibit A** – Annual Scope of Services and Proposed Schedule
- **Exhibit B** – Fee and Payment Provisions

Also attached is our standard Attachment to Letter Agreements. Upon authorization, as provided below, this letter will become the Agreement between BVCHD and Willdan for the services described herein. Please scan and email a signed copy of this letter to Rox as our authorization to proceed.

If you have any questions, please contact Rox at (760) 639-0124 (direct), or at [rshepherd@willdan.com](mailto:rshepherd@willdan.com). We appreciate the opportunity to provide these services.

Sincerely,

WILLDAN FINANCIAL SERVICES

Gladys Medina  
Vice President, Group Manager

Shelly Egerer, BVCHD

Signature

Date

Print Name

Bear Valley Community Healthcare District desires to contract for specified services for (please check appropriate box):

☐

1 year, (FY 2019/2020)

☒

3 years, (FY 2019/2020, 2020/2021 and 2021/2022)

## Exhibit A

### Annual Scope of Services and Proposed Schedule

Bear Valley Community Healthcare District Measure F Special Tax	
Date	Action
Upon Authorization	Teams obtains current County of San Bernardino Assessor's information and updates database in conformance with the special tax formula.
May Board of Director's Meeting	Board of Directors adopts resolution determining, certifying, and directing the special tax levies within BVCHD. BVCHD to provide original executed (not scanned) copy of resolution to Willdan.
May/June	Team transmits to BVCHD a listing of all parcels, along with the corresponding land use and proposed tax.
Within the deadlines set by the Auditor-Controller (typically 7/5 to 8/10)	Team transmits resolution and taxes to the County of San Bernardino Auditor-Controller in the required format for collection on the tax roll.
Subsequent to the above	Team supplies the Auditor-Controller with additional information concerning rejected parcels that may have been assigned new assessor parcel numbers.
On-going	Team supports BVCHD with property owner, County of San Bernardino, and other inquiries concerning the current tax year. As required by the County of San Bernardino's Auditor/Controller, a property contact number is to be provided. Willdan's toll-free number will be provided to appear on the tax bill.

## Exhibit B

### Fee and Payment Provisions for Annual Tax Roll Activities Measure F Special Tax

Bear Valley Community Healthcare District shall pay to Willdan, for the performance of services rendered pursuant to Exhibit A, on a "lump sum" basis, not to exceed \$8,400.00. This amount includes staff time, computer, materials and County of San Bernardino expenses, and is based on the following Schedule of Billing Rates:

Position	Hourly Rate
Group Manager	\$ 210
Principal Consultant	200
Project Manager	145
Senior Project Analyst	130
Senior Analyst	120
Analyst	100
Analyst Assistant	75
Support Staff	50

## ATTACHMENT 1 TO LETTER AGREEMENT

### TERMS AND CONDITIONS

The Letter Agreement between the Bear Valley Community Healthcare District ("Client") and Willdan Financial Services ("WFS") is subject to these Terms and Conditions (collectively, this "Agreement").

1. Additional Services. Additional services shall be performed by WFS only upon Client's request evidenced by a written addendum executed by both parties.
2. Compensation. WFS shall submit monthly statements for services. Payments shall be due and payable within 30 days of invoice and if not timely paid shall bear interest at the rate of 1.5% per month.
3. Termination. Either party may terminate this Agreement at any time upon 30 days' written notice. In the event of early termination, WFS shall be paid for services performed prior to the effective date of termination.
4. Data Provided by Client. WFS shall rely upon data provided by Client without independent verification of accuracy. WFS shall not be responsible for any errors resulting from its use of inaccurate data provided by Client.
5. Indemnification. Each Party shall hold harmless, defend and indemnify the other from any and all claims or damages, unless the claims or damages are the result of the Party's negligence or other wrongful misconduct or the negligence or other wrongful misconduct of the Party's respective officers, agents or employees.
6. Insurance. WFS shall maintain the following insurance:
  - a. Workers' Compensation and Employer's Liability Insurance as prescribed by applicable law.
  - b. Commercial General Liability Insurance, with limits not be less than \$1,000,000 per occurrence and general aggregate.
  - c. Commercial Automobile Liability with limits not less than \$1,000,000 per occurrence.
  - d. Professional Liability with limits not be less than \$1,000,000 per claim and annual aggregate.
  - e. All policies except Professional Liability and Workers Compensation shall include Client as an additional insured and be primary with respect to any insurance carried by WFS. All policies shall include a waiver of subrogation in favor of Client.
  - f. WFS shall provide Client with certificates of insurance evidencing compliance with the above insurance requirements prior to commencing its services.
7. Miscellaneous.
  - a. Titles used in this Agreement are for general reference and are not a part of the Agreement.
  - b. This Agreement shall be interpreted as though prepared by both parties.
  - c. Any provision of this Agreement held to violate any law shall be deemed void, and all remaining provisions shall continue in full force and effect.
  - d. This Agreement shall be interpreted under the laws of the State of California.
  - e. This Agreement comprises a final and complete repository of the understandings between the parties and supersedes all prior or contemporary communications, representations or agreements, whether oral or written, relating to the subject matter of this Agreement.
  - f. Any notices given pursuant to this agreement shall be effective on the third business day after posting by first class mail, postage prepaid, to the address appearing immediately after the signatures below.
  - g. WFS shall not be liable for damages resulting from the actions or inactions of governmental agencies including, but not limited to, permit processing or environmental impact reports.
  - h. WFS's waiver of any term, condition, or covenant, or breach of any term, condition, or covenant, shall not constitute the waiver of any subsequent breach of any other term, condition or covenant.
  - i. WFS shall not responsible for the performance of services by third parties not retained by WFS.

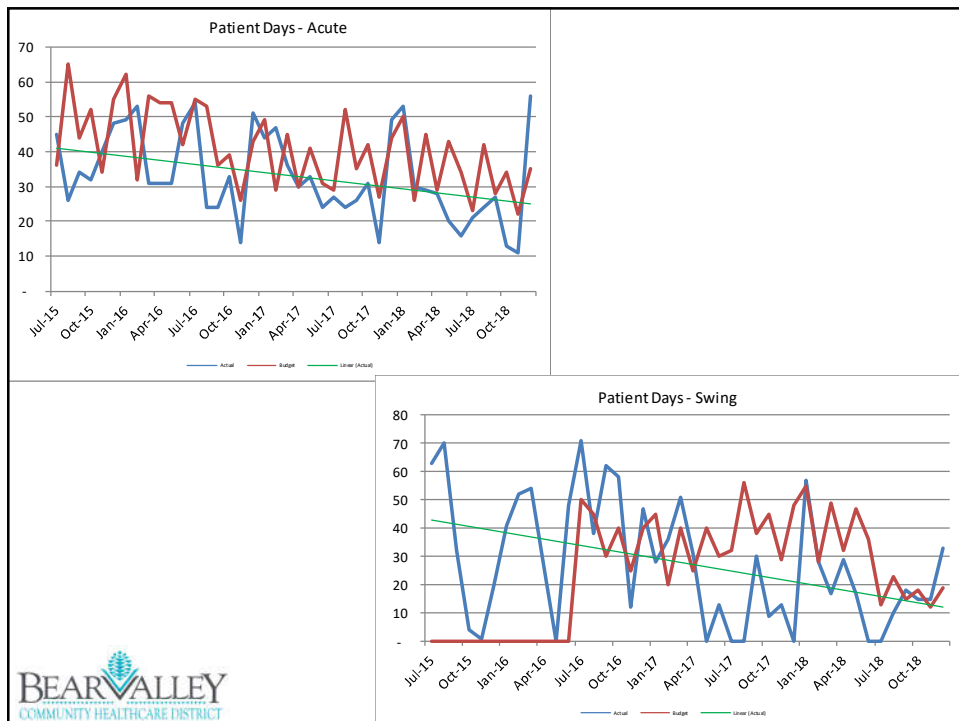
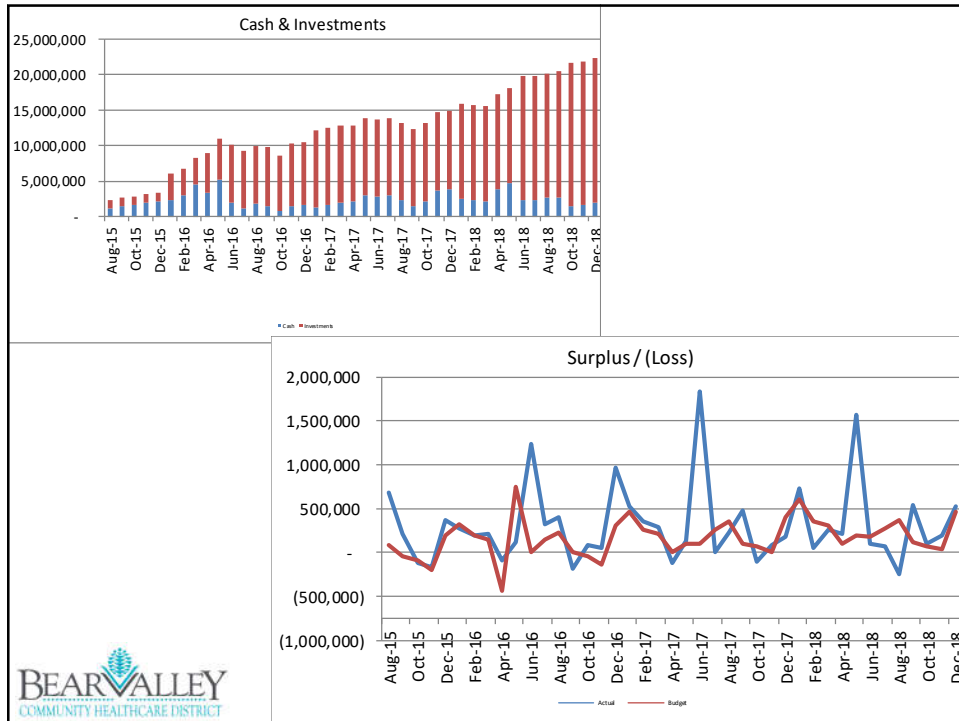


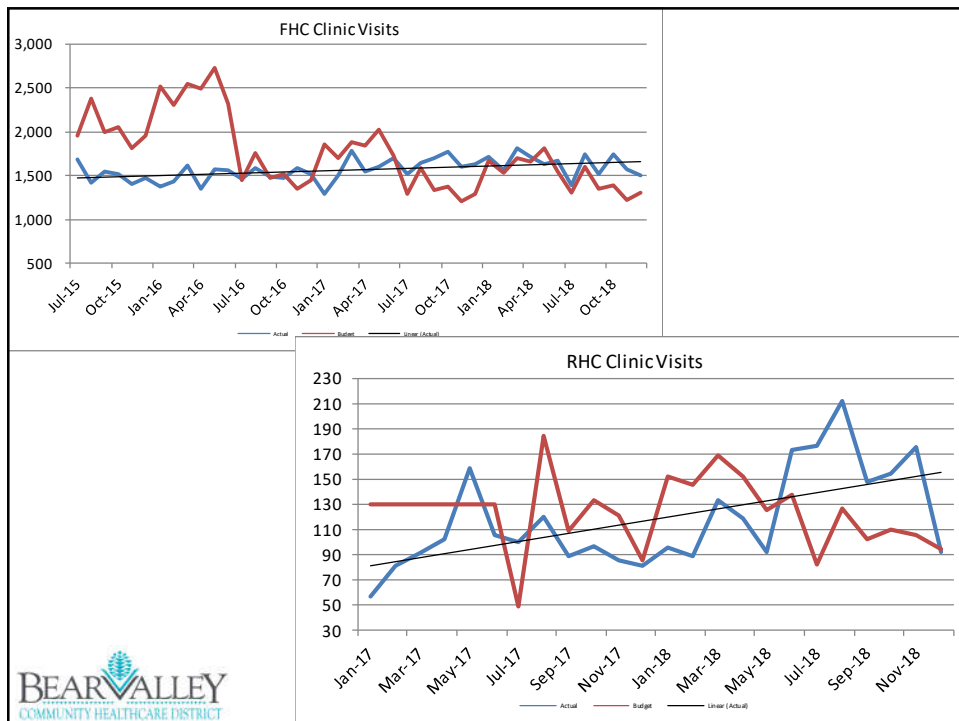
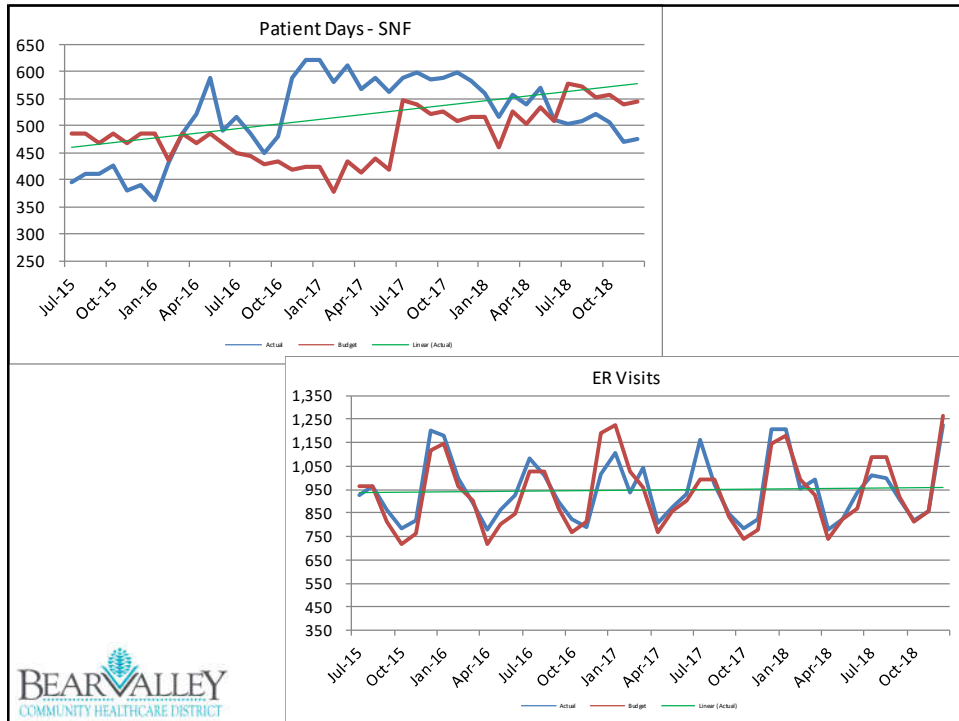
Finance Report  
December 2018 Results

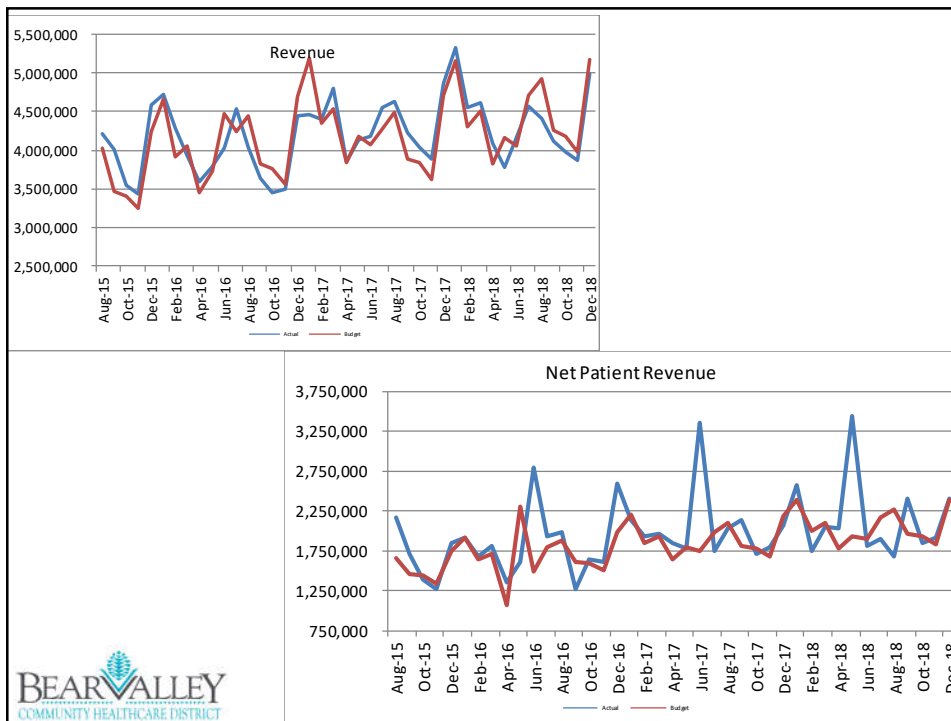
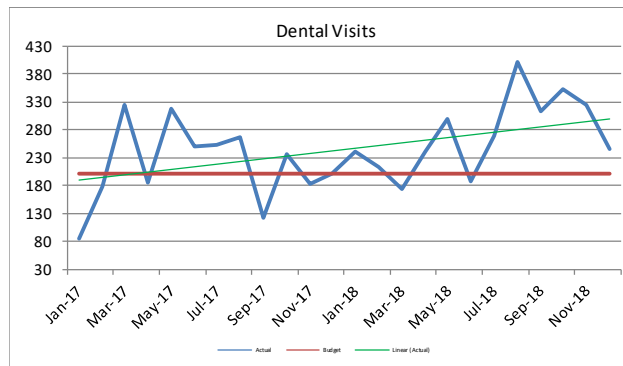
Summary for December 2018

- Cash on Hand - \$ 2,033,649
- Investments - \$20,377,496
- Days Cash on hand, including investments with LAIF – 343
- Surplus of \$519,805 for the month is \$50,114 higher than our budgeted Surplus
- Total Patient Revenue was under Budget by 3.5% for the month
- Net Patient Revenue was 0.7% over budget.
- Total Expenses were 1.1% higher than budget

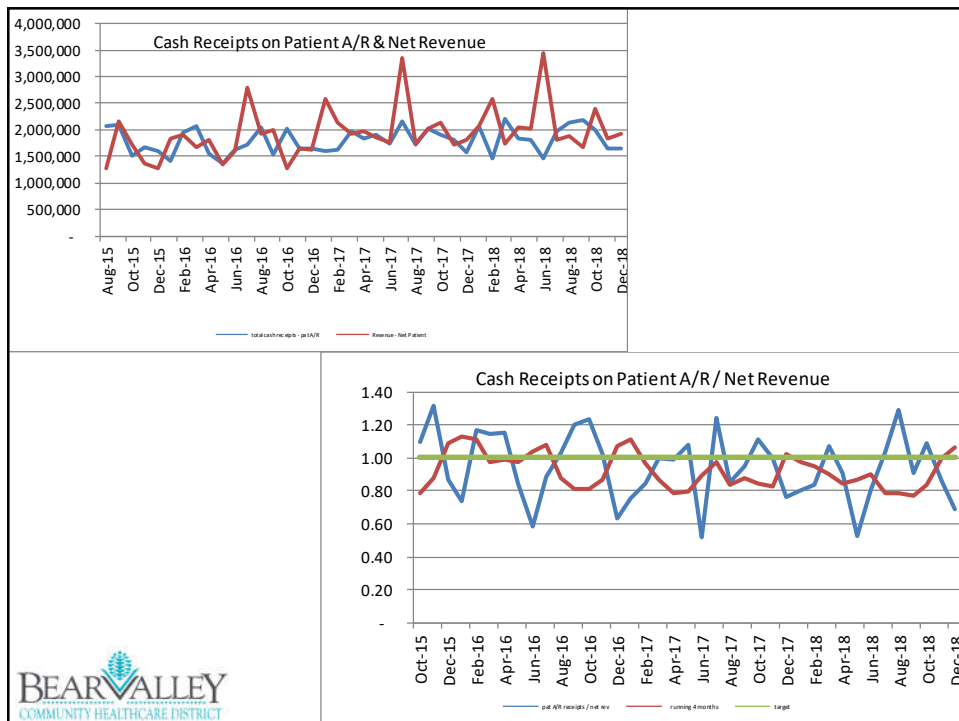
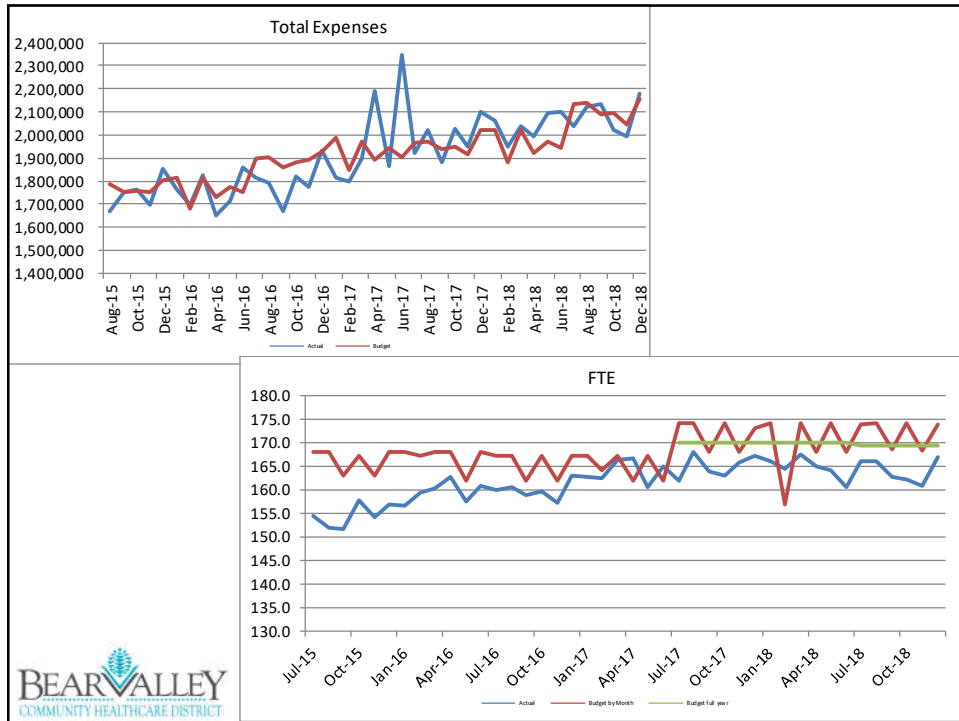


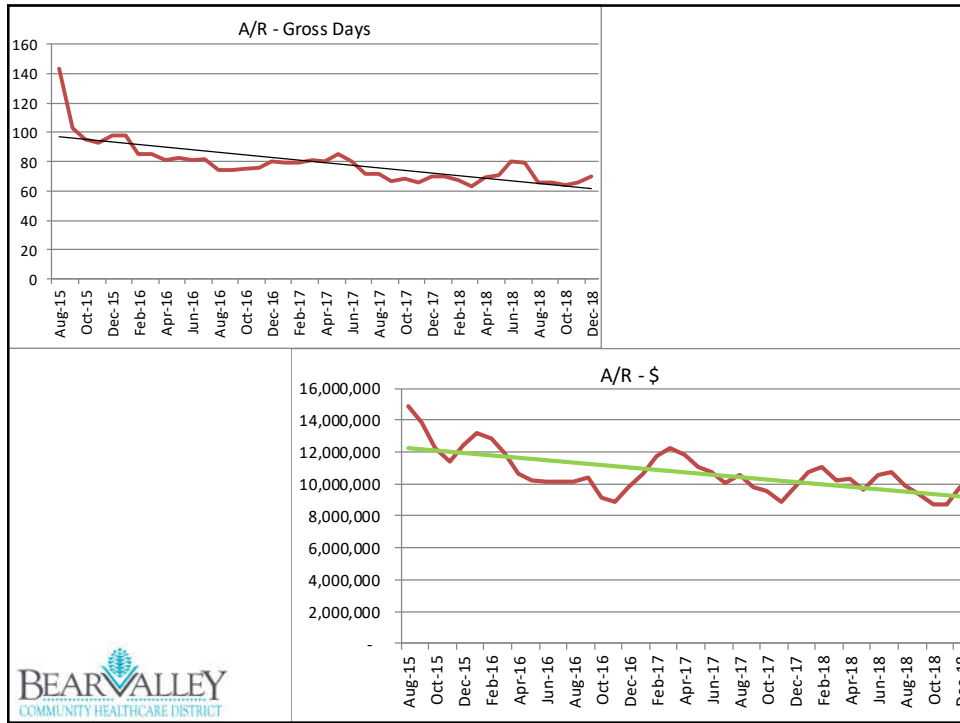














## **December 2018 Financial Results**

### **For the month . . .**

Total Patient Revenue of \$4,986,477 December was \$1,118,040 higher than our Revenue for November 2018 (a 28.9% increase). Total revenue for December 2018 was 3.5% lower than budget. Outpatient revenue and SNF revenue were both under the budgeted amount. Inpatient revenue was significantly over budget with much higher patient days than in previous months.

Revenue deductions of \$2,588,523 were 7.2% lower than budget.

Total Expenses of \$2,176,983 were over budget by 1.1%. Much of this expense variance is due to the increased volumes we saw in patient service areas. FTE continue to run under budget, but were higher than in previous months due to the increase in Acute and Swing Patient days and other higher volumes.

Our surplus for the month of December 2018 was \$519, 805 - \$50,114 more than budgeted.

Our Operating Cash and Investments total \$22,411,145 as of the end of month. Total days cash on hand as of the end of December 2018 are 343.

### **Key Statistics**

Acute patient days of 56 were 60% over budget, Swing days of 33 were 74% higher than budget. SNF days of 474 were 13% lower than budget. ER Visits of 1,224 were 2.9% lower than the budgeted number.

FTE continue to be under budget.

### **Year-to-Date**

Total Patient Revenue of \$25,923,624 is 4.7% below budget. Net patient revenue of \$12,109,847 is 3.4% below budget. Total expenses of \$12,477,620 is 1.3% below budget. Our surplus for the first six months of our fiscal year is \$1,170,000. This is \$167,988 below our budget. Our current surplus is \$284,106 ahead of where we were at this point last fiscal year.

Acute days are 17% below budget. Swing days are 9% below budget. SNF days are 11% below budget. ER visits are 3.5% below budget. All clinic visit categories are above budget

**Bear Valley Community Healthcare District**  
**Financial Statements December 31, 2018**

**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	4,866,130	4,986,477	5,169,726	(183,249)	-3.5%	26,215,812	25,923,624	27,212,647	(1,289,023)	-4.7%
2 Total revenue deductions	2,805,209	2,588,523	2,787,914	(199,391)	-7.2%	14,750,692	13,813,777	14,675,154	(861,378)	-5.9%
3 % Deductions	58%	52%	54%			56%	53%	54%		
4 Net Patient Revenue	2,060,921	2,397,954	2,381,812	16,143	0.7%	11,465,120	12,109,847	12,537,493	(427,646)	-3.4%
5 % Net to Gross	42%	48%	46%			44%	47%	46%		
6 Other Revenue	16,992	4,359	46,585	(42,226)	-90.6%	160,650	215,530	278,889	(63,359)	-22.7%
7 Total Operating Revenue	2,077,912	2,402,313	2,428,397	(26,083)	-1.1%	11,625,770	12,325,377	12,816,381	(491,004)	-3.8%
8 Total Expenses	2,102,562	2,176,983	2,153,426	23,558	1.1%	11,905,627	12,477,620	12,646,709	(169,089)	-1.3%
9 % Expenses	43%	44%	42%			45%	48%	46%		
10 Surplus (Loss) from Operations	(24,650)	225,330	274,971	(49,641)	18.1%	(279,858)	(152,243)	169,673	(321,916)	189.7%
11 % Operating margin	-1%	5%	5%			-1%	-1%	1%		
12 Total Non-operating	209,840	294,474	194,719	99,755	51.2%	1,165,752	1,322,243	1,168,316	153,928	13.2%
13 Surplus/(Loss)	185,190	519,805	469,691	50,114	-10.7%	885,894	1,170,000	1,337,988	(167,988)	12.6%
14 % Total margin	4%	10%	9%			3%	5%	5%		

**BALANCE SHEET**

	A	B	C	D	E
	December	December	November	VARIANCE	
	FY 17/18	FY 18/19	FY 18/19	Amount	%
15 Gross Accounts Receivables	9,769,429	9,822,780	8,675,554	1,147,226	13.2%
16 Net Accounts Receivables	3,660,830	3,548,531	2,990,625	557,906	18.7%
17 % Net AR to Gross AR	37%	36%	34%		
18 Days Gross AR	70.2	70.4	66.0	4.4	6.7%
19 Cash Collections	1,567,959	1,647,945	1,642,959	4,986	0.3%
20 Investments	10,952,520	20,377,496	20,260,225	117,271	0.6%
21 Cash on hand	3,884,817	2,033,649	1,688,071	345,578	20.5%
22 Total Cash & Invest	14,837,337	22,411,145	21,948,296	462,849	2.1%
23 Days Cash & Invest	237	343	339	5	1.4%
24 Total Cash and Investments	14,837,337	22,411,145			
Increase Current Year vs. Prior Year		7,573,808			

**Bear Valley Community Healthcare District**  
**Financial Statements December 31, 2018**

**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	%
<b>Gross Patient Revenue</b>										
1 Inpatient	202,529	284,233	198,574	85,659	43.1%	768,094	799,893	1,039,638	(239,745)	-23.1%
2 Outpatient	857,747	765,170	1,009,443	(244,273)	-24.2%	6,041,940	5,256,697	5,929,867	(673,170)	-11.4%
3 Clinic Revenue	339,330	339,847	321,810	18,037	5.6%	2,117,435	2,239,262	1,986,099	253,163	12.7%
4 Emergency Room	3,207,446	3,383,606	3,378,763	4,842	0.1%	15,711,838	16,289,624	16,708,357	(418,732)	-2.5%
5 Skilled Nursing Facility	259,078	213,621	261,136	(47,515)	-18.2%	1,576,504	1,338,147	1,548,686	(210,539)	-13.6%
6 <b>Total patient revenue</b>	<b>4,866,130</b>	<b>4,986,477</b>	<b>5,169,726</b>	<b>(183,249)</b>	<b>-3.5%</b>	<b>26,215,812</b>	<b>25,923,624</b>	<b>27,212,647</b>	<b>(1,289,023)</b>	<b>-4.7%</b>
<b>Revenue Deductions</b>										
7 Contractual Allow	2,569,127	2,406,874	2,604,389	(197,515)	-7.6%	12,910,349	12,880,266	13,709,105	(828,840)	-6.0%
8 Contractual Allow PY	-	(150,000)	-	(150,000)	#DIV/0!	(27)	(1,243,374)	-	(1,243,374)	#DIV/0!
9 Charity Care	1,812	4,625	10,856	(6,231)	-57.4%	32,328	80,630	57,146	23,484	41.1%
10 Administrative	989	26,102	9,822	16,280	165.7%	297,644	44,449	51,704	(7,255)	-14.0%
11 Policy Discount	9,781	9,975	7,755	2,220	28.6%	62,049	78,951	40,819	38,132	93.4%
12 Employee Discount	4,202	5,688	4,136	1,552	37.5%	30,165	36,321	21,771	14,550	66.8%
13 Bad Debts	130,228	198,143	150,956	47,187	31.3%	627,339	1,211,634	794,609	417,025	52.5%
14 Denials	190,797	87,116	-	87,116	#DIV/0!	790,844	724,901	-	724,901	#DIV/0!
15 <b>Total revenue deductions</b>	<b>2,805,209</b>	<b>2,588,523</b>	<b>2,787,914</b>	<b>(199,391)</b>	<b>-7.2%</b>	<b>14,750,692</b>	<b>13,813,777</b>	<b>14,675,154</b>	<b>(861,378)</b>	<b>-5.9%</b>
<b>Net Patient Revenue</b>	<b>2,060,921</b>	<b>2,397,954</b>	<b>2,381,812</b>	<b>16,143</b>	<b>0.7%</b>	<b>11,465,120</b>	<b>12,109,847</b>	<b>12,537,493</b>	<b>(427,646)</b>	<b>-3.4%</b>
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 <b>Other Revenue</b>	16,992	4,359	46,585	(42,226)	-90.6%	160,650	215,530	278,889	(63,359)	-22.7%
18 <b>Total Operating Revenue</b>	<b>2,077,912</b>	<b>2,402,313</b>	<b>2,428,397</b>	<b>(26,083)</b>	<b>-1.1%</b>	<b>11,625,770</b>	<b>12,325,377</b>	<b>12,816,381</b>	<b>(491,004)</b>	<b>-3.8%</b>
<b>Expenses</b>										
19 Salaries	884,119	945,048	874,120	70,928	8.1%	4,848,118	5,269,800	5,193,330	76,470	1.5%
20 Employee Benefits	316,321	295,949	359,988	(64,039)	-17.8%	1,811,299	1,642,013	2,109,956	(467,943)	-22.2%
21 Registry	3,310	29,974	-	29,974	#DIV/0!	16,028	29,974	-	29,974	#DIV/0!
22 Salaries and Benefits	<b>1,203,749</b>	<b>1,270,971</b>	<b>1,234,108</b>	<b>36,863</b>	<b>3.0%</b>	<b>6,675,444</b>	<b>6,941,787</b>	<b>7,303,286</b>	<b>(361,499)</b>	<b>-4.9%</b>
23 Professional fees	157,808	169,550	185,233	(15,683)	-8.5%	990,182	1,047,087	986,366	60,721	6.2%
24 Supplies	107,112	136,723	137,996	(1,273)	-0.9%	749,253	797,752	785,074	12,678	1.6%
25 Utilities	39,869	42,170	43,463	(1,293)	-3.0%	249,107	256,370	259,394	(3,024)	-1.2%
26 Repairs and Maintenance	28,409	42,197	28,074	14,123	50.3%	174,157	182,400	168,216	14,184	8.4%
27 Purchased Services	395,485	320,095	334,416	(14,321)	-4.3%	2,079,697	2,217,686	2,004,176	213,511	10.7%
28 Insurance	27,345	28,560	26,975	1,585	5.9%	156,228	170,008	161,850	8,158	5.0%
29 Depreciation	82,710	81,905	81,667	238	0.3%	383,197	464,348	490,002	(25,654)	-5.2%
30 Rental and Leases	16,214	11,158	21,112	(9,954)	-47.1%	176,769	67,624	126,672	(59,048)	-46.6%
32 Dues and Subscriptions	5,207	10,898	5,910	4,988	84.4%	31,581	38,090	35,460	2,630	7.4%
33 Other Expense	38,655	62,756	54,472	8,284	15.2%	240,011	294,467	326,213	(31,746)	-9.7%
34 <b>Total Expenses</b>	<b>2,102,562</b>	<b>2,176,983</b>	<b>2,153,426</b>	<b>23,558</b>	<b>1.1%</b>	<b>11,905,627</b>	<b>12,477,620</b>	<b>12,646,709</b>	<b>(169,089)</b>	<b>-1.3%</b>
35 <b>Surplus (Loss) from Operations</b>	<b>(24,650)</b>	<b>225,330</b>	<b>274,971</b>	<b>(49,641)</b>	<b>18.1%</b>	<b>(279,858)</b>	<b>(152,243)</b>	<b>169,673</b>	<b>(321,916)</b>	<b>189.7%</b>
<b>Non-Operating Income</b>										
36 Tax Revenue	186,047	184,244	184,244	(0)	0.0%	1,116,282	1,105,464	1,105,466	(2)	0.0%
38 Other non-operating	-	-	3,133	(3,133)	-100.0%	30,247	44,095	18,798	25,297	134.6%
Interest Income	31,840	117,923	15,125	102,798	679.7%	66,405	218,540	90,750	127,790	140.8%
Interest Expense	(8,047)	(7,693)	(7,783)	90	-1.2%	(47,183)	(45,856)	(46,698)	842	-1.8%
IGT Expense	-	-	-	-	#DIV/0!	-	-	-	-	#DIV/0!
39 <b>Total Non-operating</b>	<b>209,840</b>	<b>294,474</b>	<b>194,719</b>	<b>99,755</b>	<b>51.2%</b>	<b>1,165,752</b>	<b>1,322,243</b>	<b>1,168,316</b>	<b>153,928</b>	<b>13.2%</b>
40 <b>Surplus/(Loss)</b>	<b>185,190</b>	<b>519,805</b>	<b>469,691</b>	<b>50,114</b>	<b>-10.7%</b>	<b>885,924</b>	<b>1,173,130</b>	<b>1,278,009</b>	<b>(104,879)</b>	<b>-9.0%</b>

**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
<b>Gross Patient Revenue</b>													
1 Inpatient	74,791	120,993	132,469	89,286	98,121	284,233							799,893
2 Outpatient	972,222	931,894	846,425	957,181	783,804	765,170							5,256,697
3 Clinic	342,650	422,712	359,375	399,238	375,441	339,847							2,239,262
4 Emergency Room	2,957,516	2,703,194	2,533,903	2,309,030	2,402,375	3,383,606							16,289,624
5 Skilled Nursing Facility	223,604	228,589	239,665	223,973	208,696	213,621							1,338,147
6 Total patient revenue	4,570,784	4,407,382	4,111,836	3,978,707	3,868,437	4,986,477	-	-	-	-	-	-	25,923,624
<b>Revenue Deductions</b>	C/A	0.51	0.53	0.50	0.49	0.47	0.48	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.50
7 Contractual Allow	2,320,958	2,352,744	2,039,158	1,950,874	1,809,657	2,406,874							12,880,266
8 Contractual Allow PY	62	-	(700,000)	(193,436)	(200,000)	(150,000)							(1,243,374)
9 Charity Care	15,343	-	28,015	15,115	17,531	4,625							80,630
10 Administrative	806	2,818	6,849	2,378	5,496	26,102							44,449
11 Policy Discount	13,989	15,616	12,381	14,966	12,024	9,975							78,951
12 Employee Discount	12,793	5,188	6,356	3,317	2,979	5,688							36,321
13 Bad Debts	215,076	186,926	169,560	231,008	210,921	198,143							1,211,634
14 Denials	103,506	177,395	154,441	110,936	91,507	87,116							724,901
15 Total revenue deductions	2,682,534	2,740,687	1,716,760	2,135,158	1,950,115	2,588,523	-	-	-	-	-	-	13,813,777
16 Net Patient Revenue	1,888,250	1,666,694	2,395,076	1,843,550	1,918,322	2,397,954	-	-	-	-	-	-	12,109,847
net / tot pat rev	41.3%	37.8%	58.2%	46.3%	49.6%	48.1%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	46.7%
17 Other Revenue	19,441	19,594	11,170	90,789	70,177	4,359							215,530
18 Total Operating Revenue	1,907,691	1,686,288	2,406,246	1,934,339	1,988,499	2,402,313	-	-	-	-	-	-	12,325,377
<b>Expenses</b>													
19 Salaries	885,068	891,463	831,600	891,749	824,872	945,048							5,269,800
20 Employee Benefits	303,328	293,241	289,066	185,368	275,061	295,949							1,642,013
21 Registry	-	-	-	-	-	29,974							29,974
22 Salaries and Benefits	1,188,396	1,184,704	1,120,666	1,077,117	1,099,933	1,270,971	-	-	-	-	-	-	6,941,787
23 Professional fees	173,695	181,120	174,907	179,265	168,548	169,550							1,047,087
24 Supplies	121,217	135,487	136,991	135,960	131,374	136,723							797,752
25 Utilities	46,712	43,958	42,464	40,116	40,950	42,170							256,370
26 Repairs and Maintenance	17,407	23,079	32,405	41,525	25,786	42,197							182,400
27 Purchased Services	325,455	373,332	457,562	381,061	360,181	320,095							2,217,686
28 Insurance	28,258	28,258	28,258	28,460	28,216	28,560							170,008
29 Depreciation	76,489	76,489	76,489	76,489	76,489	81,905							464,348
30 Rental and Leases	11,421	11,509	11,219	11,158	11,158	11,158							67,624
32 Dues and Subscriptions	6,882	7,101	5,879	5,746	1,585	10,898							38,090
33 Other Expense.	40,078	55,169	46,430	42,884	47,150	62,756							294,467
34 Total Expenses	2,036,009	2,120,207	2,133,270	2,019,782	1,991,370	2,176,983	-	-	-	-	-	-	12,477,620
<b>Surplus (Loss) from Operations</b>	(128,318)	(433,918)	272,977	(85,443)	(2,871)	225,330	-	-	-	-	-	-	(152,243)
<b>Non-Operating Income</b>													
37 Tax Revenue	184,244	184,244	184,244	184,244	184,244	184,244							1,105,464
38 Other non-operating	15,020	245	35	9,020	19,775	-							44,095
Interest Income	543	6,457	92,115	1,124	377	117,923							218,540
Interest Expense	(7,638)	(7,621)	(7,626)	(7,561)	(7,717)	(7,693)							(45,856)
IGT Expense	-	-	-	-	-	-							-
39 Total Non-operating	192,169	183,325	268,768	186,827	196,680	294,474	-	-	-	-	-	-	1,322,243
<b>40 Surplus/(Loss)</b>	63,851	(250,594)	541,745	101,384	193,809	519,805	-	-	-	-	-	-	1,170,000

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	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	2,253,824
Gross Patient Accounts Receivable		10,740,258	9,856,844	9,392,893	8,676,040	8,677,891	9,825,389	10,597,934
Less: Reserves for Allowances & Bad Debt		6,470,520	6,125,057	6,146,633	5,761,444	5,687,266	6,276,859	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	4,184,582
Tax Revenue Receivable		2,210,931	2,210,931	2,210,931	2,210,931	1,815,477	996,688	52,044
Other Receivables		50,484	78,234	93,056	651,781	-247,452	-107,704	96,628
Inventories		130,292	134,606	136,936	139,583	133,916	136,954	129,318
Prepaid Expenses		299,848	293,739	345,377	346,209	338,892	317,061	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	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	17,668,421
Other Limited Use Assets		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	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
Building and Building Improvements		9,758,672	9,772,522	9,772,522	9,772,522	9,772,522	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	11,761,910
Construction In Progress		48,953	101,798	127,293	166,571	438,198	48,990	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	22,123,712
Less: Accumulated Depreciation		13,685,197	13,761,686	13,838,174	13,914,663	13,991,151	14,073,056	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	8,515,004
TOTAL UNRESTRICTED ASSETS		35,543,261	35,341,260	35,192,244	36,695,926	35,854,156	36,193,928	33,244,034
Restricted Assets		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	31,316,969

2018-19 Actual BS

BALANCE SHEET

Includes Final Entries 6-30-18

LIABILITIES:

Current Liabilities								
Accounts Payable	954,160	880,513	1,028,412	1,133,880	788,405	904,672	906,103	
Notes and Loans Payable								
Accrued Payroll	705,323	806,989	844,952	990,998	553,778	691,915	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	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	35,000	
Current Portion - LT Debt	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	7,621	
Total Current Liabilities	7,747,451	7,796,043	7,105,281	8,507,580	7,507,000	7,326,968	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	2,895,000	
Leases Payable	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	
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	2,860,000	
Other Long Term Liabilities								
Deferred Revenue	0	0	0	0	0	0	0	
Other	0	0	0	0	0			
Total Other Long Term Liabilities	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	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	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	4,207,978	
TOTAL FUND BALANCE	24,935,811	24,685,217	25,226,963	25,328,347	25,522,156	26,041,960	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	33,244,034	



**Units of Service**  
For the period ending: December 31, 2018

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Current Month						Year-To-Date						
Dec-18						Dec-18						
Actual	Budget	Actual	Variance	Var %	Act.-Act. Var %	Actual	Budget	Actual	Variance	Var %	Act.-Act. Var %	
56	35	49	21	60.0%	14.3%	Med Surg Patient Days	152	184	171	(32)	-17.4%	-11.1%
33	19	33	14	73.7%	0.0%	Swing Patient Days	91	100	91	(9)	-9.0%	0.0%
474	545	583	(71)	-13.0%	-18.7%	SNF Patient Days	2,981	3,344	3,541	(363)	-10.9%	-15.8%
<b>563</b>	<b>599</b>	<b>665</b>	<b>(36)</b>	<b>-6.0%</b>	<b>-15.3%</b>	<b>Total Patient Days</b>	<b>3,224</b>	<b>3,628</b>	<b>3,803</b>	<b>(404)</b>	<b>-11.1%</b>	<b>-15.2%</b>
21	14	18	7	50.0%	16.7%	Acute Admissions	66	84	75	(18)	-21.4%	-12.0%
20	14	16	6	42.9%	25.0%	Acute Discharges	65	84	75	(19)	-22.6%	-13.3%
2.8	2.5	3.1	0.3	12.0%	-8.6%	Acute Average Length of Stay	2.3	2.2	2.3	0.1	6.8%	2.6%
1.8	1.1	1.6	0.7	60.0%	14.3%	Acute Average Daily Census	0.8	1	0.9	(0.2)	-17.4%	-11.1%
16.4	18.2	19.9	(1.8)	-10.1%	-17.7%	SNF/Swing Avg Daily Census	16.7	19	19.7	(2.0)	-10.8%	-15.4%
<b>18.2</b>	<b>19.3</b>	<b>21.5</b>	<b>(1.2)</b>	<b>-6.0%</b>	<b>-15.3%</b>	<b>Total Avg. Daily Census</b>	<b>17.5</b>	<b>20</b>	<b>20.7</b>	<b>(2.2)</b>	<b>-11.1%</b>	<b>-15.2%</b>
<b>40%</b>	<b>43%</b>	<b>48%</b>	<b>-3%</b>	<b>-6.0%</b>	<b>-15.3%</b>	<b>% Occupancy</b>	<b>39%</b>	<b>44%</b>	<b>46%</b>	<b>-5%</b>	<b>-11.1%</b>	<b>-15.2%</b>
13	13	18	-	0.0%	-27.8%	Emergency Room Admitted	51	78	66	(27)	-34.6%	-22.7%
1,211	1,247	1,186	(36)	-2.9%	2.1%	Emergency Room Discharged	5,770	5,955	5,721	(185)	-3.1%	0.9%
<b>1,224</b>	<b>1,260</b>	<b>1,204</b>	<b>(36)</b>	<b>-2.9%</b>	<b>1.7%</b>	<b>Emergency Room Total</b>	<b>5,821</b>	<b>6,033</b>	<b>5,787</b>	<b>(212)</b>	<b>-3.5%</b>	<b>0.6%</b>
<b>39</b>	<b>41</b>	<b>39</b>	<b>(1)</b>	<b>-2.9%</b>	<b>1.7%</b>	<b>ER visits per calendar day</b>	<b>32</b>	<b>33</b>	<b>31</b>	<b>(1)</b>	<b>-3.5%</b>	<b>0.6%</b>
<b>62%</b>	<b>93%</b>	<b>100%</b>	<b>#DIV/0!</b>	<b>#DIV/0!</b>	<b>-38.1%</b>	<b>% Admits from ER</b>	<b>77%</b>	<b>93%</b>	<b>88%</b>	<b>67%</b>	<b>71.8%</b>	<b>-12.2%</b>
-	-	2	-	#DIV/0!	-100.0%	Surgical Procedures I/P	-	-	2	-	#DIV/0!	-100.0%
12	9	13	3	33.3%	-7.7%	Surgical Procedures O/P	77	55	82	22	40.0%	-6.1%
<b>12</b>	<b>9</b>	<b>15</b>	<b>3</b>	<b>33.3%</b>	<b>-20.0%</b>	<b>TOTAL Procedures</b>	<b>77</b>	<b>55</b>	<b>84</b>	<b>22</b>	<b>40.0%</b>	<b>-8.3%</b>
<b>1,602</b>	<b>1,047</b>	<b>821</b>	<b>555</b>	<b>53.0%</b>	<b>95.1%</b>	<b>Surgical Minutes Total</b>	<b>6,271</b>	<b>6,214</b>	<b>1,405</b>	<b>57</b>	<b>0.9%</b>	<b>346.3%</b>

**Units of Service**  
For the period ending: December 31, 2018

Bear Valley Community Hospital												
Current Month						Year-To-Date						
Dec-18		Dec-17	Actual -Budget		Act.-Act.	Dec-18		Dec-17	Actual -Budget		Act.-Act.	
Actual	Budget	Actual	Variance	Var %	Var %	Actual	Budget	Actual	Variance	Var %	Var %	
5,742	5,567	5,874	175	3.1%	-2.2%	Lab Procedures	38,014	35,703	37,117	2,311	6.5%	2.4%
1,039	924	929	115	12.4%	11.8%	X-Ray Procedures	4,919	4,485	4,178	434	9.7%	17.7%
336	324	292	12	3.7%	15.1%	C.T. Scan Procedures	1,664	1,512	1,554	152	10.1%	7.1%
163	188	179	(25)	-13.3%	-8.9%	Ultrasound Procedures	1,289	1,311	1,345	(22)	-1.7%	-4.2%
36	62	23	(26)	-41.9%	56.5%	Mammography Procedures	328	372	402	(44)	-11.8%	-18.4%
262	317	271	(55)	-17.4%	-3.3%	EKG Procedures	1,537	1,819	1,720	(282)	-15.5%	-10.6%
107	158	172	(51)	-32.3%	-37.8%	Respiratory Procedures	588	686	697	(98)	-14.3%	-15.6%
1,176	1,017	1,354	159	15.6%	-13.1%	Physical Therapy Procedures	8,357	8,004	8,214	353	4.4%	1.7%
1,593	1,404	1,710	189	13.5%	-6.8%	Primary Care Clinic Visits	10,418	8,789	10,409	1,630	18.5%	0.1%
245	200	201	45	22.5%	21.9%	Specialty Clinic Visits	1,901	1,200	1,260	701	58.4%	50.9%
<b>1,838</b>	<b>1,604</b>	<b>1,911</b>	<b>234</b>	<b>14.6%</b>	<b>-3.8%</b>	<b>Clinic</b>	<b>12,319</b>	<b>9,989</b>	<b>11,669</b>	<b>2,331</b>	<b>23.3%</b>	<b>5.6%</b>
<b>71</b>	<b>62</b>	<b>74</b>	<b>9</b>	<b>14.6%</b>	<b>-3.8%</b>	<b>Clinic visits per work day</b>	<b>68</b>	<b>55</b>	<b>64</b>	<b>13</b>	<b>23.3%</b>	<b>5.6%</b>
16.7%	20.00%	18.10%	-3.30%	-16.50%	-7.73%	% Medicare Revenue	19.37%	20.00%	19.72%	-0.63%	-3.17%	-1.78%
34.20%	39.00%	38.60%	-4.80%	-12.31%	-11.40%	% Medi-Cal Revenue	37.57%	39.00%	40.20%	-1.43%	-3.68%	-6.55%
42.90%	36.00%	37.30%	6.90%	19.17%	15.01%	% Insurance Revenue	37.95%	36.00%	35.58%	1.95%	5.42%	6.65%
6.20%	5.00%	6.00%	1.20%	24.00%	3.33%	% Self-Pay Revenue	5.12%	5.00%	4.50%	0.12%	2.33%	13.70%
150.6	156.88	148.9	(6.3)	-4.0%	1.1%	Productive FTE's	142.94	155.19	144.4	(12.3)	-7.9%	-1.0%
166.9	173.75	167.2	(6.8)	-3.9%	-0.1%	Total FTE's	164.08	172.07	164.9	(8.0)	-4.6%	-0.5%



## **CFO REPORT for**

### **January 2019 Finance Committee and February 2019 Board meetings**

#### **FY 2020 (July 1, 2019, through June 30, 2020) Budget Preparation Schedule**

Attached is a FY 2020 budget preparation schedule.

The schedule calls for beginning review of Capital Budget at the April 2019 regular Finance Committee meeting. The Finance Committee work on the budget could occur at a special meeting near the end of April 2019 (if desired). We can consider budget work at regular committee meetings in May 2019 and June 2019 with special meetings during the month of May as needed / desired.

#### **TruBridge – Accounts Receivable Management**

Accounts Receivable days were 70 at the end of December 2018. December revenue was \$1,118,040 higher than our Revenue for November 2018 (a 28.9% increase). Over 55% of December revenue occurred in the final 15 days of December. Patient Accounts Receivable increased by \$1,147,499 by the end of the month.



## **FY 2020 (July 1, 2019 through June 30, 2020)**

### **BUDGET PREPARATION CALENDAR**

Feb 20, 2019	Capital Budget Requests due to Accounting
Mar 01, 2019	Budget Packets / Details to Managers
Mar 20, 2019	Managers - budgets due to Accounting
Mar 29, 2019	Accounting – complete input & review of budgets
Apr 01 through 10, 2019	meetings with Managers
Apr 02, 2019	regular Finance Committee - begin review of Capital Budget requests
April 11 through 24, 2019	– Budget Review by Admin Team
May 07, 2019	regular Finance Committee - Include budget work
May 2019	additional review by Finance Committee as needed for final review, recommendation
June 04, 2019	Regular Finance Committee including review of Budget for Submission to full Board of Directors for approval
June 12, 2018	Regular Board of Directors meeting including approval of FY 2020 Budget including 3 year Capital Budget Plan