



**Hazel Hawkins**  
MEMORIAL HOSPITAL

**FINANCE COMMITTEE  
SAN BENITO HEALTH CARE DISTRICT  
911 SUNSET DRIVE, HOLLISTER, CALIFORNIA  
THURSDAY, FEBRUARY 16, 2023 - 4:30 P.M.  
SUPPORT SERVICES BUILDING, 2<sup>ND</sup> FLOOR – GREAT ROOM**

*San Benito Health Care District is a public agency that serves as a responsive, comprehensive health care resource for its patients, physicians and the community.*

1. Call to Order / Roll Call
2. Approve Minutes of the Finance Committee Meeting of January 19, 2023
  - Motion/Second
  - Action by Committee/Roll Call Vote
3. Review Financial Updates
  - Financial Statements – January 2023
  - Finance Dashboard – January 2023
  - CMSP
  - Savings Tracker

4. Public Comment

This opportunity is provided for members of the public to make a brief statement, not to exceed three (3) minutes, on matters within the jurisdiction of this District Board **Committee**, which are not on this agenda.

5. Adjournment

The next Finance Committee meeting is scheduled for **Thursday, March 16, 2023 at 4:30 p.m.**

The complete Finance Committee packet including subsequently distributed materials and presentations is available at the Finance Committee meeting and in the Administrative Offices of the District. All items appearing on the agenda are subject to action by the Finance Committee. Staff and Committee recommendations are subject to change by the Finance Committee.

Notes: Requests for a disability-related modification or accommodation, including auxiliary aids or services, to attend or participate in a meeting should be made to District Administration during regular business hours at 831-636-2673. Notification received 48 hours before the meeting will enable the District to make reasonable accommodations.



**Hazel Hawkins**  
MEMORIAL HOSPITAL

February 16, 2023

**CFO Financial Summary for the Finance Committee:**

For the month ending January 31, 2023, the District's Net Surplus (**Loss**) is \$431,991 compared to a budgeted Surplus (**Loss**) of \$933,996. The District is under budget for the month by \$502,005.

YTD as of January 31, 2023, the District's Net Surplus (**Loss**) is \$400,576 compared to a budgeted Surplus (**Loss**) of \$4,457,010. The District is under budget YTD by \$4,056,434.

Acute discharges were 164 for the month, under budget by 13 discharges or 18%. The ADC was 17.87 compared to a budget of 24.61. The ALOS was 3.38. The acute I/P gross revenue was under budget by **\$3.3 million** while O/P services gross revenue was **\$887,096** or 4% over budget. ER I/P visits were 133 and ER O/P visits were under budget by 227 visits or 11%. The RHCs & Specialty Clinics treated 4,184 (includes 728 visits at the Diabetes Clinic) and 2,727 visits respectively.

**Other Operating** revenue exceeded budget by **\$421,862** due to the District recognizing \$407,030 in funding from the American Rescue Plan ARP.

**Operating Expenses** were under budget by **\$1.44 million** due mainly to variances in: Salary and Wages being under budget by \$919,606, Employee Benefits under by \$591,425 and Supplies by \$297,543 offset by Professional Fees over budget by \$184,173 and Other Expense by \$121,629.

**Non-operating Revenue** exceeded budget by \$185,539 due to the timing of the Foundation donations. YTD, donations are \$238,527 in excess of the budget.

The SNFs ADC was **91.52** for the month. The Net Surplus (**Loss**) is **\$440,949** compared to a budget of \$65,663. In addition to the Net Revenue exceeding budget by \$158,454, the Operating Expenses were \$214,870 under budget. YTD, the SNFs are exceeding their budget by \$624,789. The ADC is budgeted to be 88 residents each month for the year.

The District is working through various plans in order to avoid filing for Chapter 9 during the remainder of the fiscal year.

HAZEL HAWKINS MEMORIAL HOSPITAL - COMBINED  
 HOLLISTER, CA 95023  
 FOR PERIOD 01/31/23

	-----CURRENT MONTH-----					-----YEAR-TO-DATE-----				
	ACTUAL 01/31/23	BUDGET 01/31/23	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 01/31/22	ACTUAL 01/31/23	BUDGET 01/31/23	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 01/31/22
GROSS PATIENT REVENUE:										
ACUTE ROUTINE REVENUE	3,927,930	5,230,179	(1,302,249)	(25)	5,244,306	30,300,460	31,646,715	(1,346,255)	(4)	29,627,536
SNF ROUTINE REVENUE	2,132,350	2,045,999	86,351	4	1,714,400	14,432,800	14,189,995	242,805	2	11,393,860
ANCILLARY INPATIENT REVENUE	4,932,843	6,604,804	(1,671,961)	(25)	6,564,524	35,540,246	40,175,431	(4,635,185)	(12)	37,379,928
HOSPITALIST\PEDS I\P REVENUE	173,748	264,703	(90,956)	(34)	249,051	1,309,673	1,601,718	(292,046)	(18)	1,485,377
TOTAL GROSS INPATIENT REVENUE	11,166,871	14,145,685	(2,978,814)	(21)	13,772,282	81,583,178	87,613,859	(6,030,681)	(7)	79,886,700
ANCILLARY OUTPATIENT REVENUE	23,258,002	22,367,554	890,448	4	19,322,708	158,190,525	150,190,857	7,999,668	5	142,022,567
HOSPITALIST\PEDS O\P REVENUE	59,730	63,082	(3,352)	(5)	56,566	430,996	423,575	7,421	2	401,516
TOTAL GROSS OUTPATIENT REVENUE	23,317,732	22,430,636	887,096	4	19,379,273	158,621,521	150,614,432	8,007,089	5	142,424,083
TOTAL GROSS PATIENT REVENUE	34,484,603	36,576,321	(2,091,718)	(6)	33,151,555	240,204,700	238,228,291	1,976,409	1	222,310,783
DEDUCTIONS FROM REVENUE:										
MEDICARE CONTRACTUAL ALLOWANCES	9,344,847	8,955,801	389,046	4	8,153,759	70,098,007	58,127,372	11,970,635	21	54,032,014
MEDI-CAL CONTRACTUAL ALLOWANCES	9,625,389	8,759,168	866,221	10	8,163,717	60,082,772	56,977,657	3,105,115	5	55,372,132
BAD DEBT EXPENSE	128,865	353,536	(224,671)	(64)	261,710	2,490,056	2,293,736	196,320	9	2,196,392
CHARITY CARE	45,678	80,663	(34,985)	(43)	39,778	264,479	523,326	(258,848)	(50)	459,025
OTHER CONTRACTUALS AND ADJUSTMENTS	4,024,386	4,324,137	(299,751)	(7)	4,220,498	25,200,690	28,192,637	(2,991,947)	(11)	27,908,973
HOSPITALIST\PEDS CONTRACTUAL ALLOW	(12,604)	9,664	(22,268)	(230)	21,701	76,379	62,713	13,666	22	68,301
TOTAL DEDUCTIONS FROM REVENUE	23,156,560	22,482,969	673,591	3	20,861,163	158,212,382	146,177,441	12,034,941	8	140,036,837
NET PATIENT REVENUE	11,328,043	14,093,352	(2,765,309)	(20)	12,290,392	81,992,318	92,050,850	(10,058,532)	(11)	82,273,946
OTHER OPERATING REVENUE	1,010,826	588,964	421,862	72	637,743	8,406,861	4,017,748	4,389,113	109	3,973,163
NET OPERATING REVENUE	12,338,868	14,682,316	(2,343,448)	(16)	12,928,135	90,399,180	96,068,598	(5,669,419)	(6)	86,247,109
OPERATING EXPENSES:										
SALARIES & WAGES	4,688,946	5,685,803	(996,857)	(18)	4,548,718	33,889,643	37,315,006	(3,425,363)	(9)	33,109,877
REGISTRY	281,097	307,500	(26,403)	(9)	417,702	3,606,926	2,167,500	1,439,426	66	2,767,897
EMPLOYEE BENEFITS	2,316,977	3,022,399	(705,423)	(23)	2,708,622	19,497,045	19,866,869	(369,824)	(2)	17,647,331
PROFESSIONAL FEES	1,835,771	1,651,706	184,065	11	1,475,371	11,330,513	11,455,380	(124,867)	(1)	10,006,545
SUPPLIES	1,086,617	1,426,859	(340,243)	(24)	1,160,326	8,713,667	9,016,899	(303,232)	(3)	8,192,782
PURCHASED SERVICES	1,183,127	1,109,631	73,496	7	1,006,300	8,663,927	7,695,829	968,098	13	6,935,500
RENTAL	163,794	150,188	13,606	9	155,182	1,101,808	1,051,262	50,546	5	1,056,623
DEPRECIATION & AMORT	329,248	330,001	(753)	0	312,477	2,265,909	2,292,005	(26,097)	(1)	2,181,760
INTEREST	13,171	3,750	9,421	251	818	44,784	26,250	18,534	71	9,517
OTHER	457,584	324,398	133,186	41	332,768	3,074,577	2,671,993	402,584	15	2,427,461
TOTAL EXPENSES	12,356,331	14,012,235	(1,655,904)	(12)	12,118,283	92,188,797	93,558,993	(1,370,196)	(2)	84,335,293
NET OPERATING INCOME (LOSS)	(17,463)	670,081	(687,544)	(103)	809,852	(1,789,618)	2,509,605	(4,299,223)	(171)	1,911,816

HAZEL HAWKINS MEMORIAL HOSPITAL - COMBINED  
 HOLLISTER, CA 95023  
 FOR PERIOD 01/31/23

	-----CURRENT MONTH-----					-----YEAR-TO-DATE-----				
	ACTUAL 01/31/23	BUDGET 01/31/23	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 01/31/22	ACTUAL 01/31/23	BUDGET 01/31/23	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 01/31/22
NON-OPERATING REVENUE\EXPENSE:										
DONATIONS	214,315	5,000	209,315	4,186	0	373,527	135,000	238,527	177	144,387
PROPERTY TAX REVENUE	195,915	194,511	1,404	1	185,249	1,371,405	1,361,577	9,828	1	1,296,743
GO BOND PROP TAXES	164,964	164,964	0	0	160,091	1,154,749	1,154,748	1	0	1,120,634
GO BOND INT REVENUE\EXPENSE	(72,048)	(72,048)	1	0	(75,091)	(504,333)	(504,336)	4	0	(525,634)
OTHER NON-OPER REVENUE	14,223	7,866	6,357	81	17,718	90,149	55,062	35,087	64	69,922
OTHER NON-OPER EXPENSE	(69,231)	(36,378)	(32,853)	90	(43,752)	(297,314)	(254,646)	(42,668)	17	(308,835)
INVESTMENT INCOME	1,315	0	1,315	0	0	2,010	0	2,010	0	263
COLLABORATION CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	0
TOTAL NON-OPERATING REVENUE/(EXPENSE)	449,454	263,915	185,539	70	244,215	2,190,193	1,947,405	242,788	13	1,797,480
NET SURPLUS (LOSS)	431,991	933,996	(502,005)	(54)	1,054,067	400,576	4,457,010	(4,056,434)	(91)	3,709,295
EBIDA	\$ 737,553	\$ 1,207,459	\$ (469,906)	(38.91)%	\$ 1,325,296	\$ 2,313,382	\$ 6,353,249	\$ (4,039,867)	(63.58)%	\$ 5,604,891
EBIDA MARGIN	5.98%	8.22%	(2.25)%	(27.31)%	10.25%	2.56%	6.61%	(4.05)%	(61.30)%	6.50%
OPERATING MARGIN	(0.14)%	4.56%	(4.71)%	(103.10)%	6.26%	(1.98)%	2.61%	(4.59)%	(175.77)%	2.22%
NET SURPLUS (LOSS) MARGIN	3.50%	6.36%	(2.86)%	(44.96)%	8.15%	0.44%	4.64%	(4.20)%	(90.44)%	4.30%

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HAZEL HAWKINS MEMORIAL HOSPITAL - ACUTE FACILITY  
 HOLLISTER, CA 95023  
 FOR PERIOD 01/31/23

	-----CURRENT MONTH-----					-----YEAR-TO-DATE-----				
	ACTUAL 01/31/23	BUDGET 01/31/23	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 01/31/22	ACTUAL 01/31/23	BUDGET 01/31/23	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 01/31/22
GROSS PATIENT REVENUE:										
ROUTINE REVENUE	3,927,930	5,230,179	(1,302,249)	(25)	5,244,306	30,300,460	31,646,715	(1,346,255)	(4)	29,627,536
ANCILLARY INPATIENT REVENUE	4,459,975	6,364,405	(1,904,431)	(30)	6,403,716	32,684,544	38,508,156	(5,823,612)	(15)	35,911,801
HOSPITALIST I\P REVENUE	173,748	264,703	(90,956)	(34)	249,051	1,309,673	1,601,718	(292,046)	(18)	1,485,377
<b>TOTAL GROSS INPATIENT REVENUE</b>	<b>8,561,652</b>	<b>11,859,287</b>	<b>(3,297,635)</b>	<b>(28)</b>	<b>11,897,074</b>	<b>64,294,677</b>	<b>71,756,589</b>	<b>(7,461,912)</b>	<b>(10)</b>	<b>67,024,714</b>
ANCILLARY OUTPATIENT REVENUE	23,258,002	22,367,554	890,448	4	19,322,708	158,190,525	150,190,857	7,999,668	5	142,022,567
HOSPITALIST O\P REVENUE	59,730	63,082	(3,352)	(5)	56,566	430,996	423,575	7,421	2	401,516
<b>TOTAL GROSS OUTPATIENT REVENUE</b>	<b>23,317,732</b>	<b>22,430,636</b>	<b>887,096</b>	<b>4</b>	<b>19,379,273</b>	<b>158,621,521</b>	<b>150,614,432</b>	<b>8,007,089</b>	<b>5</b>	<b>142,424,083</b>
<b>TOTAL GROSS ACUTE PATIENT REVENUE</b>	<b>31,879,385</b>	<b>34,289,923</b>	<b>(2,410,539)</b>	<b>(7)</b>	<b>31,276,347</b>	<b>222,916,198</b>	<b>222,371,021</b>	<b>545,177</b>	<b>0</b>	<b>209,448,796</b>
DEDUCTIONS FROM REVENUE ACUTE:										
MEDICARE CONTRACTUAL ALLOWANCES	9,046,742	8,784,337	262,405	3	8,022,982	68,160,810	56,938,188	11,222,622	20	53,189,025
MEDI-CAL CONTRACTUAL ALLOWANCES	9,455,738	8,600,526	855,212	10	8,239,207	58,908,759	55,877,399	3,031,360	5	55,270,848
BAD DEBT EXPENSE	91,222	353,536	(262,314)	(74)	260,723	2,455,490	2,293,736	161,754	7	2,113,475
CHARITY CARE	38,528	80,663	(42,135)	(52)	39,778	257,329	523,326	(265,998)	(51)	456,984
OTHER CONTRACTUALS AND ADJUSTMENTS	4,000,734	4,278,409	(277,675)	(7)	4,162,000	24,828,282	27,875,493	(3,047,211)	(11)	27,645,554
HOSPITALIST\PEDS CONTRACTUAL ALLOW	(12,604)	9,664	(22,268)	(230)	21,701	76,379	62,713	13,666	22	68,301
<b>TOTAL ACUTE DEDUCTIONS FROM REVENUE</b>	<b>22,620,360</b>	<b>22,107,135</b>	<b>513,225</b>	<b>2</b>	<b>20,746,390</b>	<b>154,687,048</b>	<b>143,570,855</b>	<b>11,116,193</b>	<b>8</b>	<b>138,744,186</b>
<b>NET ACUTE PATIENT REVENUE</b>	<b>9,259,024</b>	<b>12,182,788</b>	<b>(2,923,764)</b>	<b>(24)</b>	<b>10,529,957</b>	<b>68,229,151</b>	<b>78,800,166</b>	<b>(10,571,016)</b>	<b>(13)</b>	<b>70,704,610</b>
OTHER OPERATING REVENUE	1,010,826	588,964	421,862	72	637,743	8,406,861	4,017,748	4,389,113	109	3,973,163
<b>NET ACUTE OPERATING REVENUE</b>	<b>10,269,850</b>	<b>12,771,752</b>	<b>(2,501,902)</b>	<b>(20)</b>	<b>11,167,700</b>	<b>76,636,012</b>	<b>82,817,914</b>	<b>(6,181,902)</b>	<b>(8)</b>	<b>74,677,773</b>
OPERATING EXPENSES:										
SALARIES & WAGES	3,783,926	4,703,532	(919,606)	(20)	3,761,137	27,430,236	30,502,482	(3,072,246)	(10)	26,980,444
REGISTRY	249,749	300,000	(50,251)	(17)	405,942	3,430,108	2,100,000	1,330,108	63	2,690,140
EMPLOYEE BENEFITS	1,839,247	2,430,672	(591,425)	(24)	2,107,894	15,410,814	15,762,957	(352,143)	(2)	13,895,065
PROFESSIONAL FEES	1,833,561	1,649,388	184,173	11	1,473,331	11,314,533	11,439,302	(124,769)	(1)	9,992,265
SUPPLIES	1,008,340	1,305,883	(297,543)	(23)	1,093,349	8,080,655	8,215,277	(134,622)	(2)	7,580,509
PURCHASED SERVICES	1,128,433	1,044,660	83,773	8	954,410	7,937,180	7,245,218	691,962	10	6,522,325
RENTAL	163,371	149,373	13,998	9	154,198	1,095,177	1,045,611	49,566	5	1,047,168
DEPRECIATION & AMORT	289,797	284,998	4,799	2	273,051	1,989,104	1,994,986	(5,882)	0	1,903,284
INTEREST	13,171	3,750	9,421	251	818	44,784	26,250	18,534	71	9,517
OTHER	397,623	275,994	121,629	44	297,885	2,664,141	2,336,261	327,880	14	2,129,583
<b>TOTAL EXPENSES</b>	<b>10,707,217</b>	<b>12,148,250</b>	<b>(1,441,033)</b>	<b>(12)</b>	<b>10,522,016</b>	<b>79,396,731</b>	<b>80,668,344</b>	<b>(1,271,613)</b>	<b>(2)</b>	<b>72,750,301</b>
<b>NET OPERATING INCOME (LOSS)</b>	<b>(437,367)</b>	<b>623,502</b>	<b>(1,060,869)</b>	<b>(170)</b>	<b>645,684</b>	<b>(2,760,719)</b>	<b>2,149,570</b>	<b>(4,910,289)</b>	<b>(228)</b>	<b>1,927,472</b>

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HAZEL HAWKINS MEMORIAL HOSPITAL - ACUTE FACILITY  
 HOLLISTER, CA 95023  
 FOR PERIOD 01/31/23

	-----CURRENT MONTH-----					-----YEAR-TO-DATE-----				
	ACTUAL 01/31/23	BUDGET 01/31/23	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 01/31/22	ACTUAL 01/31/23	BUDGET 01/31/23	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 01/31/22
NON-OPERATING REVENUE\EXPENSE:										
DONATIONS	214,315	5,000	209,315	4,186	0	373,527	135,000	238,527	177	144,387
PROPERTY TAX REVENUE	166,528	167,085	(557)	0	159,183	1,165,696	1,169,595	(3,899)	0	1,114,281
GO BOND PROP TAXES	164,964	164,964	0	0	160,091	1,154,749	1,154,748	1	0	1,120,634
GO BOND INT REVENUE\EXPENSE	(72,048)	(72,048)	1	0	(75,091)	(504,333)	(504,336)	4	0	(525,634)
OTHER NON-OPER REVENUE	14,223	7,866	6,357	81	17,718	90,149	55,062	35,087	64	69,922
OTHER NON-OPER EXPENSE	(60,888)	(28,035)	(32,853)	117	(34,414)	(238,916)	(196,245)	(42,671)	22	(241,393)
INVESTMENT INCOME	1,315	0	1,315	0	0	2,010	0	2,010	0	263
COLLABORATION CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	0
TOTAL NON-OPERATING REVENUE/(EXPENSE)	428,409	244,832	183,577	75	227,487	2,042,883	1,813,824	229,059	13	1,682,460
NET SURPLUS (LOSS)	(8,957)	868,334	(877,291)	(101)	873,171	(717,836)	3,963,394	(4,681,230)	(118)	3,609,932

HAZEL HAWKINS SKILLED NURSING FACILITIES  
HOLLISTER, CA  
FOR PERIOD 01/31/23

	-----CURRENT MONTH-----					-----YEAR-TO-DATE-----				
	ACTUAL 01/31/23	BUDGET 01/31/23	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 01/31/22	ACTUAL 01/31/23	BUDGET 01/31/23	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 01/31/22
GROSS SNF PATIENT REVENUE:										
ROUTINE SNF REVENUE	2,132,350	2,045,999	86,351	4	1,714,400	14,432,800	14,189,995	242,805	2	11,393,860
ANCILLARY SNF REVENUE	472,868	240,399	232,469	97	160,808	2,855,702	1,667,275	1,188,427	71	1,468,127
TOTAL GROSS SNF PATIENT REVENUE	<u>2,605,218</u>	<u>2,286,398</u>	<u>318,820</u>	<u>14</u>	<u>1,875,208</u>	<u>17,288,502</u>	<u>15,857,270</u>	<u>1,431,232</u>	<u>9</u>	<u>12,861,987</u>
DEDUCTIONS FROM REVENUE SNF:										
MEDICARE CONTRACTUAL ALLOWANCES	298,105	171,464	126,641	74	130,777	1,937,198	1,189,184	748,014	63	842,989
MEDI-CAL CONTRACTUAL ALLOWANCES	169,651	158,642	11,009	7	(75,490)	1,174,013	1,100,258	73,755	7	101,284
BAD DEBT EXPENSE	37,643	0	37,643		987	34,566	0	34,566		82,917
CHARITY CARE	7,150	0	7,150		0	7,150	0	7,150		2,041
OTHER CONTRACTUALS AND ADJUSTMENTS	23,652	45,728	(22,077)	(48)	58,498	372,407	317,144	55,263	17	263,419
TOTAL SNF DEDUCTIONS FROM REVENUE	<u>536,200</u>	<u>375,834</u>	<u>160,366</u>	<u>43</u>	<u>114,773</u>	<u>3,525,334</u>	<u>2,606,586</u>	<u>918,748</u>	<u>35</u>	<u>1,292,651</u>
NET SNF PATIENT REVENUE	<u>2,069,018</u>	<u>1,910,564</u>	<u>158,454</u>	<u>8</u>	<u>1,760,435</u>	<u>13,763,168</u>	<u>13,250,684</u>	<u>512,484</u>	<u>4</u>	<u>11,569,336</u>
OTHER OPERATING REVENUE	0	0	0	0	0	0	0	0	0	0
NET SNF OPERATING REVENUE	<u>2,069,018</u>	<u>1,910,564</u>	<u>158,454</u>	<u>8</u>	<u>1,760,435</u>	<u>13,763,168</u>	<u>13,250,684</u>	<u>512,484</u>	<u>4</u>	<u>11,569,336</u>
OPERATING EXPENSES:										
SALARIES & WAGES	905,021	982,271	(77,251)	(8)	787,581	6,459,407	6,812,524	(353,117)	(5)	6,129,433
REGISTRY	31,348	7,500	23,848	318	11,760	176,819	67,500	109,319	162	77,757
EMPLOYEE BENEFITS	477,729	591,727	(113,998)	(19)	600,727	4,086,231	4,103,912	(17,681)	0	3,752,266
PROFESSIONAL FEES	2,210	2,318	(108)	(5)	2,040	15,980	16,078	(98)	(1)	14,280
SUPPLIES	78,277	120,976	(42,699)	(35)	66,977	633,012	801,622	(168,610)	(21)	612,273
PURCHASED SERVICES	54,694	64,971	(10,277)	(16)	51,890	726,747	450,611	276,136	61	413,172
RENTAL	423	814	(391)	(48)	983	6,631	5,644	987	18	9,454
DEPRECIATION	39,451	45,003	(5,552)	(12)	39,427	276,804	297,019	(20,215)	(7)	278,476
INTEREST	0	0	0	0	0	0	0	0	0	0
OTHER	59,962	48,404	11,558	24	34,883	410,435	335,732	74,703	22	297,879
TOTAL EXPENSES	<u>1,649,114</u>	<u>1,863,984</u>	<u>(214,870)</u>	<u>(12)</u>	<u>1,596,268</u>	<u>12,792,066</u>	<u>12,890,642</u>	<u>(98,576)</u>	<u>(1)</u>	<u>11,584,990</u>
NET OPERATING INCOME (LOSS)	<u>419,904</u>	<u>46,580</u>	<u>373,324</u>	<u>802</u>	<u>164,168</u>	<u>971,102</u>	<u>360,042</u>	<u>611,060</u>	<u>170</u>	<u>(15,654)</u>
NON-OPERATING REVENUE\EXPENSE:										
DONATIONS	0	0	0	0	0	0	0	0	0	0
PROPERTY TAX REVENUE	29,387	27,426	1,961	7	26,066	205,709	191,982	13,727	7	182,462
OTHER NON-OPER EXPENSE	(8,343)	(8,343)	0	0	(9,338)	(58,399)	(58,401)	3	0	(67,442)
TOTAL NON-OPERATING REVENUE/(EXPENSE)	<u>21,044</u>	<u>19,083</u>	<u>1,961</u>	<u>10</u>	<u>16,728</u>	<u>147,311</u>	<u>133,581</u>	<u>13,730</u>	<u>10</u>	<u>115,020</u>
NET SURPLUS (LOSS)	<u>440,949</u>	<u>65,663</u>	<u>375,286</u>	<u>572</u>	<u>180,896</u>	<u>1,118,412</u>	<u>493,623</u>	<u>624,789</u>	<u>127</u>	<u>99,366</u>

Description	Target	MTD Actual	YTD Actual	YTD Target
Average Daily Census - Acute	24.61	17.87	18.61	21.52
Average Daily Census - SNF	88.00	91.52	89.34	88.00
Acute Length of Stay	3.81	3.38	2.96	3.40
<b>ER Visits:</b>				
Inpatient	146	133.00	1,076	1,046
Outpatient	2,013	1,786	13,703	13,339
Total	2,159	1,919	14,779	14,385
Days in Accounts Receivable	45.0	49.0	49.0	45.0
Productive Full-Time Equivalents	529.11	486.11	516.69	529.11
Net Patient Revenue	14,093,352	11,328,043	81,992,318	92,050,850
Payment-to-Charge Ratio	38.5%	32.8%	34.1%	38.6%
Medicare Traditional Payor Mix	30.29%	29.95%	30.98%	30.11%
Commercial Payor Mix	24.38%	23.08%	21.01%	24.39%
Bad Debt % of Gross Revenue	0.97%	0.38%	1.04%	0.96%
EBIDA	1,207,459	737,553	2,313,382	6,353,249
EBIDA %	8.22%	5.98%	2.56%	6.61%
Operating Margin	4.56%	-0.14%	-1.98%	2.61%
Salaries, Wages, Registry & Benefits %:				
by Net Operating Revenue	61.41%	59.06%	63.05%	61.78%
by Total Operating Expense	64.34%	58.97%	61.82%	63.44%
<b>Bond Covenants:</b>				
Debt Service Ratio	1.25	2.10	2.10	1.25
Current Ratio	1.50	1.50	1.50	1.50
Days Cash on hand	30.00	22.1	22.1	30.00
<b>Met or Exceeded Target</b>				
<b>Within 10% of Target</b>				
<b>Not Within 10%</b>				

**Statement of Cash Flows**

**Hazel Hawkins Memorial Hospital**

**Hollister, CA**

**Five months ending January 31, 2023**

	CASH FLOW		COMMENTS
	Current Month 1/31/2023	Current Year-To-Date 1/31/2023	
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
Net Income (Loss)	\$431,991	\$400,576	
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:			
Depreciation	343,847	2,366,805	
(Increase)/Decrease in Net Patient Accounts Receivable	(1,142,142)	(1,815,849)	
(Increase)/Decrease in Other Receivables	152,103	(6,455,232)	
(Increase)/Decrease in Inventories	27,600	316,665	
(Increase)/Decrease in Pre-Paid Expenses	(117,064)	(1,091,714)	
(Increase)/Decrease in Due From Third Parties	0	(137,598)	
Increase/(Decrease) in Accounts Payable	(1,418,788)	(1,651,932)	
Increase/(Decrease) in Notes and Loans Payable	0	0	
Increase/(Decrease) in Accrued Payroll and Benefits	982,018	3,961,682	
Increase/(Decrease) in Accrued Expenses	7,038	(43,280)	
Increase/(Decrease) in Patient Refunds Payable	0	(6,416)	
Increase/(Decrease) in Third Party Advances/Liabilities	(269,898)	(1,434,477)	
Increase/(Decrease) in Other Current Liabilities	103,297	89,442	Semi-Annual Interest - 2021 Insured Revenue Bonds
<b>Net Cash Provided by Operating Activities:</b>	<b>(1,331,989)</b>	<b>(5,901,904)</b>	
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Purchase of Property, Plant and Equipment	(148,773)	(2,452,122)	
(Increase)/Decrease in Limited Use Cash and Investments	0	0	
(Increase)/Decrease in Other Limited Use Assets	(255,403)	(2,264,847)	Bond Principal & Int Payment - 2014 & 2021 Bonds
(Increase)/Decrease in Other Assets	6,223	43,561	Amortization
<b>Net Cash Used by Investing Activities</b>	<b>(397,953)</b>	<b>(4,673,408)</b>	
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>			
Increase/(Decrease) in Bond/Mortgage Debt	3,083,507	3,046,377	Refinancing of 2013 Bonds with 2021 Bonds
Increase/(Decrease) in Capital Lease Debt	(28,520)	(199,370)	
Increase/(Decrease) in Other Long Term Liabilities	0	0	
<b>Net Cash Used for Financing Activities</b>	<b>3,054,987</b>	<b>2,847,007</b>	
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	15,000	
<b>Net Increase/(Decrease) in Cash</b>	<b>1,757,036</b>	<b>(7,312,729)</b>	
Cash, Beginning of Period	7,466,037	16,535,802	
<b>Cash, End of Period</b>	<b>\$9,223,073</b>	<b>\$9,223,073</b>	\$0

Cost per day to run the District

\$418,246

Operational Days Cash on Hand

22.05

Hazel Hawkins Memorial Hospital  
 Bad Debt Expense  
 For the Year Ending June 30, 2023

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total		
Budgeted Gross Revenue	30,736,294	33,713,261	33,688,496	34,057,045	33,125,250	36,331,595	36,576,317	31,661,878	36,697,195	30,954,767	31,443,265	30,602,610	399,587,973		
Budgeted Bad Debt Expense	293,579	324,237	324,633	327,729	318,825	351,198	353,536	305,275	355,128	296,590	300,820	293,015	3,844,565		
BD Exp as a percent of Gross Revenue	0.96%	0.96%	0.96%	0.96%	0.96%	0.97%	0.97%	0.96%	0.97%	0.96%	0.96%	0.96%	0.96%		
Actual Gross Revenue	32,232,911	36,024,541	33,649,532	33,258,194	33,453,882	35,593,844	34,251,125	-	-	-	-	-	238,464,029		
Actual Bad Debt Expense	233,530	316,245	344,314	535,036	299,055	633,010	128,865	-	-	-	-	-	2,490,055		
BD Exp as a percent of Gross Revenue	0.72%	0.88%	1.02%	1.61%	0.89%	1.78%	0.38%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	1.04%		
Budgeted YTD BD Exp	2,293,736	0.96%													
Actual YTD BD Exp	2,490,055	1.04%													
													YTD Charity Exp Budget	523,326	
													YTD Charity Exp Actual	264,479	
Amount under (over) budget	(196,319)	-0.08%													
Prior Year percent of Gross Revenue	0.92%													Amt under (over) budget	258,847
														Charity Exp % of Gross Rev	0.11%
Percent of Decrease (Inc) from Prior Year	-13.5%														

Major Work Group	FYE 6/30/23 Actual	Annualized	Notes
<b>Temporary Savings:</b>			
Voluntary 10% salary reductions	\$28,000.00	\$364,000.00	<i>FYE actual is thru 12/31/22</i>
Deferred 3% COLA increases for Exempt staff	\$272,000.00	\$272,000.00	
<b>Long-term Savings:</b>			
Contracted Physician Services	\$170,000.00	\$600,000.00	<i>2 part-time physicians, 02/18/23 &amp; Ortho 03/27/23</i>
Hospital employees	\$708,000.00	\$1,200,000.00	<i>8 employees (2 position eliminated, 6 by attrition)</i>
Purchased services	\$50,000.00	\$200,000.00	IMB Physician Billing
Call Reduction Strategies	\$36,250.00	\$87,000.00	Surgery RNFA
Registry	\$600,000.00	\$1,800,000.00	March through June
Support Staff Reduction	\$95,000.00	\$285,000.00	3 employees from support staff with benefits
<b>TOTAL</b>	<b>\$1,959,250.00</b>	<b>\$4,808,000.00</b>	