

**GRAYS HARBOR  
COMMUNITY  
HOSPITAL**

**FINANCIAL STATEMENTS**

May 2019

# May Highlights

- (-) IP Acute Volumes
  - Acute admits below target by 13% MTD; 8% below YTD
  - Patient Days above target by 7% MTD; 6% above YTD
  - Medicare CMI 1% above target; total CMI 13% above target
- (-) Outpatient Volumes
  - RHC Clinic visits 20% below target MTD; 16% below YTD
  - ED visits below target 2% MTD; 4% below YTD
- (+/-) Surgical Volumes
  - IP Surgery above target 6% MTD; 9% above target YTD
  - OP Surgery below target 4% MTD; 9% below target YTD

# Labor Productivity

| Month 5               | VP | Description               | CURRENT MONTH |               |               |             | YEAR TO DATE  |               |               |             |
|-----------------------|----|---------------------------|---------------|---------------|---------------|-------------|---------------|---------------|---------------|-------------|
|                       |    |                           | Prod % of Bud | Actual        | Budget        | Variance    | Prod % of Bud | Actual        | Budget        | Variance    |
| Melanie Brandt        |    |                           |               |               |               |             |               |               |               |             |
|                       |    | <b>NURSING</b>            | 95.5%         | 212.81        | 203.18        | (9.63)      | 99.8%         | 215.17        | 214.76        | (0.42)      |
| Tom Jensen            |    |                           |               |               |               |             |               |               |               |             |
|                       |    | <b>OPERATIONS</b>         | 105.6%        | 108.17        | 114.24        | 6.07        | 105.0%        | 110.86        | 116.43        | 5.57        |
| Niall Foley           |    |                           |               |               |               |             |               |               |               |             |
|                       |    | <b>FINANCE</b>            | 112.9%        | 31.48         | 35.54         | 4.06        | 106.2%        | 31.73         | 33.70         | 1.97        |
| Dr. Wong              |    |                           |               |               |               |             |               |               |               |             |
|                       |    | <b>QUALITY/RISK/COMPL</b> | 159.6%        | 2.76          | 4.40          | 1.64        | 189.9%        | 2.3           | 4.3           | 2.05        |
| <b>TOTAL HOSPITAL</b> |    |                           | <b>100.6%</b> | <b>355.22</b> | <b>357.36</b> | <b>2.14</b> | <b>102.5%</b> | <b>360.05</b> | <b>369.23</b> | <b>9.18</b> |

# Statistics

## MAY 2019 CONSOLIDATED

| Month  |        |       |        |       | Year-To-Date                   |        |        |       |        |       |
|--------|--------|-------|--------|-------|--------------------------------|--------|--------|-------|--------|-------|
| Actual | Budget | % Var | PY     | % Var |                                | Actual | Budget | % Var | PY     | % Var |
| 226    | 261    | -13%  | 248    | -9%   | Acute/ICCU Admissions          | 1,152  | 1,249  | -8%   | 1,260  | -9%   |
| 34     | 32     | 6%    | 31     | 10%   | CDU Admissions                 | 151    | 155    | -3%   | 160    | -6%   |
| 260    | 293    | -11%  | 279    | -7%   | Total Admissions               | 1,303  | 1,404  | -7%   | 1,420  | -8%   |
| 860    | 924    | -7%   | 898    | -4%   | Total Adjusted Admissions      | 4,029  | 4,256  | -5%   | 4,331  | -7%   |
| 864    | 809    | 7%    | 789    | 10%   | Acute/ICCU Patient Days        | 4,669  | 4,418  | 6%    | 4,398  | 6%    |
| 336    | 365    | -8%   | 301    | 12%   | CDU Patient Days               | 1,595  | 1,903  | -16%  | 1,690  | -6%   |
| 1,200  | 1,174  | 2%    | 1,090  | 10%   | Total Patient Days             | 6,264  | 6,321  | -1%   | 6,088  | 3%    |
| 3,968  | 3,704  | 7%    | 3,508  | 13%   | Total Adjusted Patient Days    | 19,368 | 19,159 | 1%    | 18,431 | 5%    |
| 1.4097 | 1.4000 | 1%    | 1.3239 | 6%    | Medicare Case Mix Index        | 1.5021 | 1.4000 | 7%    | 1.4480 | 4%    |
| 1.1252 | 1.0000 | 13%   | 0.8967 | 25%   | Total Case Mix Index           | 1.1761 | 1.0000 | 18%   | 0.9803 | 20%   |
| 3.83   | 3.47   | 10%   | 3.47   | 10%   | Medicare Length of Stay        | 4.31   | 3.66   | 18%   | 3.66   | 18%   |
| 5.52   | 4.53   | 22%   | 4.38   | 26%   | Other Length of Stay           | 5.38   | 5.41   | -1%   | 4.95   | 9%    |
| 4.62   | 4.01   | 15%   | 3.91   | 18%   | Total Length of Stay           | 4.81   | 4.50   | 7%    | 4.29   | 12%   |
| 9.88   | 11.41  | -13%  | 3.18   | 211%  | CDU LOS                        | 10.56  | 12.28  | -14%  | 3.49   | 203%  |
| 10,679 | 10,016 | 7%    | 11,839 | -10%  | Outpatient Registrations       | 52,556 | 50,122 | 5%    | 45,468 | 16%   |
| 2,170  | 2,204  | -2%   | 2,372  | -9%   | Emergency Room Visits          | 10,600 | 11,076 | -4%   | 11,243 | -6%   |
| 1,755  | 1,881  | -7%   | 1,790  | -2%   | Radiology Visits               | 8,599  | 9,417  | -9%   | 8,869  | -3%   |
| 135    | 146    | -8%   | 133    | 2%    | Observation Patients           | 708    | 699    | 1%    | 713    | -1%   |
| 6,663  | 6,797  | -2%   | 7,190  | -7%   | I/P Surgical Minutes           | 33,906 | 31,320 | 8%    | 31,471 | 8%    |
| 12,885 | 13,445 | -4%   | 15,280 | -16%  | O/P Surgical Minutes           | 58,356 | 64,670 | -10%  | 68,639 | -15%  |
| 75     | 71     | 6%    | 69     | 9%    | I/P Surgical Cases             | 355    | 327    | 9%    | 336    | 6%    |
| 236    | 245    | -4%   | 273    | -14%  | O/P Surgical Cases             | 1,071  | 1,179  | -9%   | 1,228  | -13%  |
| 24     | 43     | -44%  | 38     | -37%  | Births                         | 117    | 190    | -38%  | 189    | -38%  |
| 519.88 | 538.91 | -4%   | 545.15 | -5%   | Total Paid FTEs                | 514.59 | 549.94 | -6%   | 597.82 | -14%  |
| 4.06   | 4.51   | -10%  | 4.82   | -16%  | FTEs per Adjusted Occupied Bed | 4.01   | 4.33   | -7%   | 4.85   | -17%  |
| 1,361  | 1,064  | 28%   |        |       | HMG Clinic Vists               | 6,070  | 5,320  | 14%   |        |       |
| 2,680  | 3,338  | -20%  |        |       | Hosp RHC Clinic Visits         | 13,939 | 16,690 | -16%  |        | 0%    |
| 4,041  | 4,402  | -8%   | 5,085  | -21%  | Total Clinic Visits            | 20,009 | 22,010 | -9%   | 25,064 | -20%  |
| 5,127  | 3,891  | 32%   |        |       | HMG Clinic WRVUs               | 20,643 | 19,455 | 6%    |        |       |
| 2,201  | 4,540  | -52%  |        | 0%    | Hosp RHC Clinic WRVUs          | 15,220 | 22,700 | -33%  |        | 0%    |
| 7,328  | 8,431  | -13%  | 7,628  | -4%   | Total Clinic WRVUs             | 35,863 | 42,155 | -15%  | 46,470 | -23%  |

# Consolidated Income Statement

Month Ending May 31, 2019



|   | Actual        | Budget        | Variance     | % Variance | Prior Year Actual | Variance from PY | % Variance |
|---|---------------|---------------|--------------|------------|-------------------|------------------|------------|
| <b>Revenues</b>   |               |               |              |            |                   |                  |            |
| <b>Inpatient Revenue</b>  | \$ 10,064,632 | \$ 10,130,023 | \$ (65,391)  | -0.65%     | \$ 9,941,523      | \$ 123,109       | 1.24%      |
| <b>Outpatient Revenue</b>   | 13,651,746    | 14,284,709    | (632,963)    | -4.43%     | 14,566,133        | (914,387)        | -6.28%     |
| <b>ER Revenue</b>   | 8,793,973     | 6,999,030     | 1,794,943    | 25.65%     | 6,840,429         | 1,953,544        | 28.56%     |
| <b>Physician Revenue</b>  | 770,712       | 544,148       | 226,564      | 41.64%     | 644,331           | 126,381          | 19.61%     |
| <b>Gross Patient Revenue</b>  | 33,281,063    | 31,957,910    | 1,323,153    | 4.14%      | 31,992,416        | 1,288,647        | 4.03%      |
| <b>Revenue Deductions</b>   |               |               |              |            |                   |                  | 0.00%      |
| <b>Bad Debt</b>   | 1,295,691     | 404,848       | (890,843)    | -220.04%   | 560,744           | (734,947)        | -131.07%   |
| <b>Charity</b>  | 8,648         | 48,549        | 39,901       | 82.19%     | 534               | (8,114)          | -1519.48%  |
| <b>Other Deductions</b>   | 24,052,897    | 23,325,069    | (727,828)    | -3.12%     | 23,651,883        | (401,014)        | -1.70%     |
| <b>Total Revenue Deductions</b>   | 25,357,236    | 23,778,466    | (1,578,770)  | -6.64%     | 24,213,161        | (1,144,075)      | -4.73%     |
| <b>Net Patient Revenue</b>  | 7,923,827     | 8,179,444     | (255,617)    | -3.13%     | 7,779,255         | 144,572          | 1.86%      |
| <b>Other Revenue</b>  | 454,229       | 290,010       | 164,219      | 56.63%     | 262,742           | 191,487          | 72.88%     |
| <b>Net Operating Revenue</b>  | 8,378,056     | 8,469,454     | (91,398)     | -1.08%     | 8,041,997         | 336,059          | 4.18%      |
| <b>Expenses</b>   |               |               |              |            |                   |                  | 0.00%      |
| <b>Salaries</b>   | 3,523,561     | 3,181,504     | (342,057)    | -10.75%    | 3,219,535         | (304,026)        | -9.44%     |
| <b>Benefits</b>   | 858,205       | 1,179,750     | 321,545      | 27.26%     | 1,073,109         | 214,904          | 20.03%     |
| <b>Professional Fees</b>  | 1,044,209     | 1,061,940     | 17,731       | 1.67%      | 1,517,830         | 473,621          | 31.20%     |
| <b>Supplies</b>   | 896,350       | 916,440       | 20,090       | 2.19%      | 1,048,152         | 151,802          | 14.48%     |
| <b>Utilities</b>  | 106,785       | 84,896        | (21,889)     | -25.78%    | 72,823            | (33,962)         | -46.64%    |
| <b>Purchased Services</b>   | 990,006       | 1,081,952     | 91,946       | 8.50%      | 1,346,086         | 356,080          | 26.45%     |
| <b>Agency</b>   | 120,591       | 41,214        | (79,377)     | -192.60%   | 18,242            | (102,349)        | -561.06%   |
| <b>Rent/Lease</b>   | 79,188        | 67,902        | (11,286)     | -16.62%    | 60,890            | (18,298)         | -30.05%    |
| <b>Insurance</b>  | 167,713       | 88,333        | (79,380)     | -89.86%    | 87,933            | (79,780)         | -90.73%    |
| <b>Other</b>  | 266,438       | 145,012       | (121,426)    | -83.74%    | 79,244            | (187,194)        | -236.22%   |
| <b>Subtotal Expenses</b>  | 8,053,046     | 7,848,943     | (204,103)    | -2.60%     | 8,523,844         | 470,798          | 5.52%      |
| <b>Earnings Before Interest Depreciation &amp; Amortization (EBIDA)</b> | 325,010       | 620,511       | (295,501)    | -47.62%    | (481,847)         | 806,857          | -167.45%   |
| <b>Depreciation &amp; Amortization</b>                                  | 254,687       | 254,683       | (4)          | 0.00%      | 273,432           | 18,745           | 6.86%      |
| <b>Interest</b>   | 156,730       | 306,280       | 149,550      | 48.83%     | 145,024           | (11,706)         | -8.07%     |
| <b>Total Depreciation, Amortization and Interest</b>                    | 411,417       | 560,963       | 149,546      | 26.66%     | 418,456           | 7,039            | 1.68%      |
| <b>Net Operating Income (Loss)</b>                                      | (86,407)      | 59,548        | (145,955)    | -245.10%   | (900,303)         | 813,896          | -90.40%    |
| <b>Operating Margin %</b>   | -1.03%        | 0.70%         |              | 0.00%      | -11.20%           |                  | 0.00%      |
| <b>Non-Operating Income (Loss)</b>                                      | (220,696)     | 187,388       | (408,084)    | -217.77%   | 40,645            | (261,341)        | -642.98%   |
| <b>Net Income</b>   | \$ (307,103)  | \$ 246,936    | \$ (554,039) | -224.37%   | \$ (859,658)      | \$ 552,555       | -64.28%    |
| <b>Net Income Margin %</b>  | -4%           | 3%            |              |            | -11%              |                  |            |

# Consolidated Income Statement

Five Months Ending May 31, 2019



|   | Actual        | Budget        | Variance       | % Variance | Prior Year Actual | Variance from PY | % Variance |
|---|---------------|---------------|----------------|------------|-------------------|------------------|------------|
| <b>Revenues</b>   |               |               |                |            |                   |                  |            |
| <b>Inpatient Revenue</b>  | \$ 52,262,360 | \$ 53,467,578 | \$ (1,205,218) | -2.25%     | \$ 51,616,351     | \$ 646,009       | 1.25%      |
| <b>Outpatient Revenue</b>   | 66,285,800    | 70,788,666    | (4,502,866)    | -6.36%     | 67,087,622        | (801,822)        | -1.20%     |
| <b>ER Revenue</b>   | 35,155,072    | 35,084,394    | 70,678         | 0.20%      | 33,086,111        | 2,068,961        | 6.25%      |
| <b>Physician Revenue</b>  | 3,060,981     | 2,720,741     | 340,240        | 12.51%     | 5,746,565         | (2,685,584)      | -46.73%    |
| <b>Gross Patient Revenue</b>  | 156,764,213   | 162,061,379   | (5,297,166)    | -3.27%     | 157,536,649       | (772,436)        | -0.49%     |
| <b>Revenue Deductions</b>   |               |               |                |            |                   |                  | 0.00%      |
| <b>Bad Debt</b>   | 5,647,907     | 2,053,518     | (3,594,389)    | -175.04%   | 2,212,723         | (3,435,184)      | -155.25%   |
| <b>Charity</b>  | 525,160       | 246,254       | (278,906)      | -113.26%   | 50,984            | (474,176)        | -930.05%   |
| <b>Other Deductions</b>   | 110,446,295   | 118,291,131   | 7,844,836      | 6.63%      | 117,375,457       | 6,929,162        | 5.90%      |
| <b>Total Revenue Deductions</b>   | 116,619,362   | 120,590,903   | 3,971,541      | 3.29%      | 119,639,164       | 3,019,802        | 2.52%      |
| <b>Net Patient Revenue</b>  | 40,144,851    | 41,470,476    | (1,325,625)    | -3.20%     | 37,897,485        | 2,247,366        | 5.93%      |
| <b>Other Revenue</b>  | 1,717,291     | 1,406,066     | 311,225        | 22.13%     | 1,431,105         | 286,186          | 20.00%     |
| <b>Net Operating Revenue</b>  | 41,862,142    | 42,876,542    | (1,014,400)    | -2.37%     | 39,328,590        | 2,533,552        | 6.44%      |
| <b>Expenses</b>   |               |               |                |            |                   |                  | 0.00%      |
| <b>Salaries</b>   | 17,167,747    | 15,725,993    | (1,441,754)    | -9.17%     | 16,708,584        | (459,163)        | -2.75%     |
| <b>Benefits</b>   | 5,086,417     | 5,828,509     | 742,092        | 12.73%     | 5,766,792         | 680,375          | 11.80%     |
| <b>Professional Fees</b>  | 5,210,139     | 5,350,731     | 140,592        | 2.63%      | 6,450,229         | 1,240,090        | 19.23%     |
| <b>Supplies</b>   | 4,546,516     | 4,670,310     | 123,794        | 2.65%      | 5,057,536         | 511,020          | 10.10%     |
| <b>Utilities</b>  | 573,538       | 424,468       | (149,070)      | -35.12%    | 436,101           | (137,437)        | -31.51%    |
| <b>Purchased Services</b>   | 4,946,094     | 5,431,558     | 485,464        | 8.94%      | 5,287,437         | 341,343          | 6.46%      |
| <b>Agency</b>   | 528,485       | 209,011       | (319,474)      | -152.85%   | 372,063           | (156,422)        | -42.04%    |
| <b>Rent/Lease</b>   | 421,284       | 339,505       | (81,779)       | -24.09%    | 394,671           | (26,613)         | -6.74%     |
| <b>Insurance</b>  | 611,050       | 551,665       | (59,385)       | -10.76%    | 516,014           | (95,036)         | -18.42%    |
| <b>Other</b>  | 1,281,764     | 693,666       | (588,098)      | -84.78%    | 561,646           | (720,118)        | -128.22%   |
| <b>Subtotal Expenses</b>  | 40,373,034    | 39,225,416    | (1,147,618)    | -2.93%     | 41,551,073        | 1,178,039        | 2.84%      |
| <b>Earnings Before Interest Depreciation &amp; Amortization (EBIDA)</b> | 1,489,108     | 3,651,126     | (2,162,018)    | -59.22%    | (2,222,483)       | 3,711,591        | -167.00%   |
| <b>Depreciation &amp; Amortization</b>                                  | 1,309,976     | 1,273,418     | (36,558)       | -2.87%     | 1,408,215         | 98,239           | 6.98%      |
| <b>Interest</b>   | 859,896       | 1,421,400     | 561,504        | 39.50%     | 742,367           | (117,529)        | -15.83%    |
| <b>Total Depreciation, Amortization and Interest</b>                    | 2,169,872     | 2,694,818     | 524,946        | 19.48%     | 2,150,582         | (19,290)         | -0.90%     |
| <b>Net Operating Income (Loss)</b>                                      | (680,764)     | 956,308       | (1,637,072)    | -171.19%   | (4,373,065)       | 3,692,301        | -84.43%    |
| <b>Operating Margin %</b>   | -1.63%        | 2.23%         |                | 0.00%      | -11.12%           |                  | 0.00%      |
| <b>Non-Operating Income (Loss)</b>                                      | 332,724       | 911,116       | (578,392)      | -63.48%    | 182,195           | 150,529          | 82.62%     |
| <b>Net Income</b>   | \$ (348,040)  | \$ 1,867,424  | \$ (2,215,464) | -118.64%   | \$ (4,190,870)    | \$ 3,842,830     | -91.70%    |
| <b>Net Income Margin %</b>  | -1%           | 4%            |                |            | -11%              |                  |            |

# Consolidated Balance Sheet

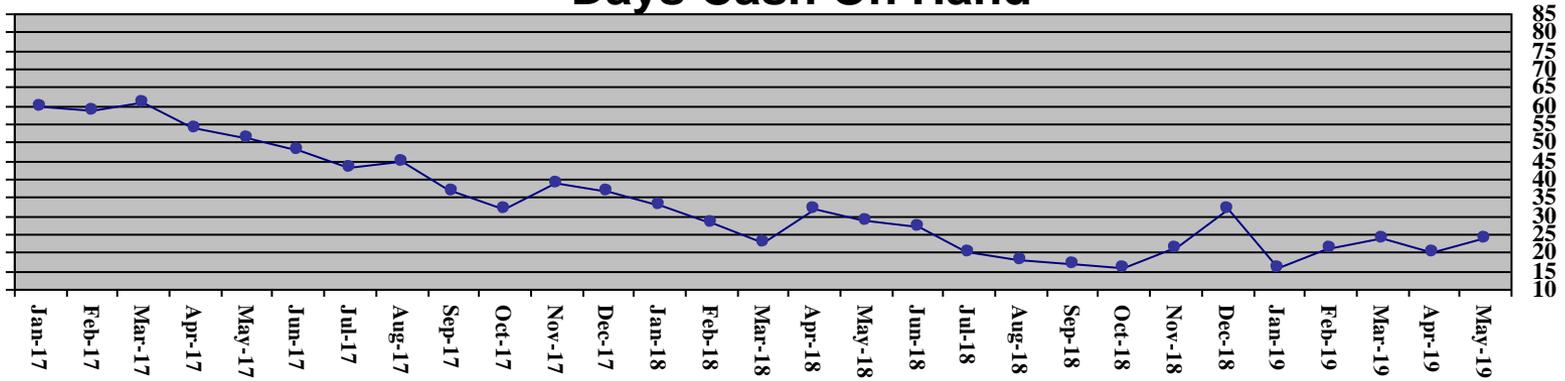
|  | As Of<br>5/31/19     | Prior Mo<br>4/30/19  | Prior YE<br>12/31/18 |
|--|----------------------|----------------------|----------------------|
| <b>Current Assets</b>                      |                      |                      |                      |
| Cash                                       | \$ 2,862,575         | \$ 1,387,486         | \$ 2,792,685         |
| Patient Receivables:                       |                      |                      |                      |
| Gross Patient Receivables                  | 85,081,826           | 82,032,682           | 72,031,352           |
| Less Allowance for Uncollectibles          | (54,441,851)         | (51,438,924)         | (46,258,236)         |
| Net Patient Receivables                    | 30,639,975           | 30,593,758           | 25,773,116           |
| Other Receivables                          | 674,813              | 1,447,078            | 807,376              |
| Inventories                                | 1,938,713            | 1,941,859            | 1,918,385            |
| Prepaid Expense                            | 547,049              | 521,547              | 436,339              |
| Other Current Assets                       | 1,678,259            | 669,870              | -                    |
| <b>Total Current Assets</b>                | <b>38,341,384</b>    | <b>36,561,598</b>    | <b>31,727,901</b>    |
| <b>Assets Limited as to Use</b>            |                      |                      |                      |
| <u>Cash and Cash Equivalents</u>           |                      |                      |                      |
| Board Designated                           | 206,072              | 201,319              | 241,486              |
| Temporarily Restricted                     | 491,606              | 710,351              | 157,469              |
| Project Fund                               | 1,426,260            | 1,695,220            | 4,139,266            |
| Bond Reserve                               | 2,411,356            | 2,407,628            | 2,396,450            |
|  | 4,535,294            | 5,014,518            | 6,934,671            |
| <u>Investments</u>                         |                      |                      |                      |
| Endowment Related                          | 5,324,783            | 5,324,782            | 5,324,782            |
| <b>Total Assets Limited as to Use</b>      | <b>9,860,077</b>     | <b>10,339,300</b>    | <b>12,259,453</b>    |
| <b>Property, Plant &amp; Equipment</b>     |                      |                      |                      |
| Land & Land Improvements                   | 2,185,947            | 2,185,947            | 2,185,947            |
| Building & Improvements                    | 68,099,979           | 68,099,979           | 68,099,979           |
| Medical Office Building                    | 1,317,699            | 1,317,699            | 1,317,699            |
| Equipment                                  | 38,828,687           | 38,732,887           | 38,669,972           |
| CIP  | 1,306,461            | 1,307,926            | 706,138              |
| Total Fixed Assets                         | 111,738,773          | 111,644,438          | 110,979,735          |
| Accumulated Depreciation                   | (77,840,560)         | (77,578,542)         | (76,492,877)         |
| <b>Net Property, Plant &amp; Equipment</b> | <b>33,898,213</b>    | <b>34,065,896</b>    | <b>34,486,858</b>    |
| <b>Other Assets</b>                        |                      |                      |                      |
| Intangible--Pension                        | 1,487,829            | 1,487,829            | 1,487,829            |
| Deferred Pension Outflows                  | 2,236,806            | 2,236,806            | 2,236,806            |
| <b>Total Other Assets</b>                  | <b>3,724,635</b>     | <b>3,724,635</b>     | <b>3,724,635</b>     |
| <b>TOTAL ASSETS</b>                        | <b>\$ 85,824,309</b> | <b>\$ 84,691,429</b> | <b>\$ 82,198,847</b> |

# Consolidated Balance Sheet

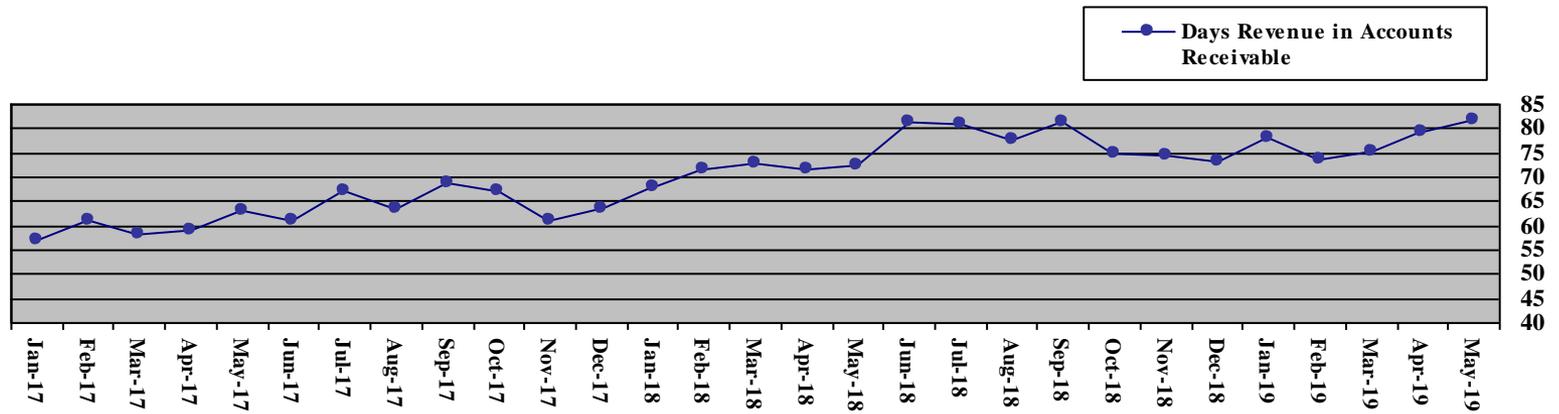
|                                       | <b>As Of<br/>5/31/19</b> | <b>As Of<br/>4/30/19</b> | <b>As Of<br/>12/31/18</b> |
|---------------------------------------|--------------------------|--------------------------|---------------------------|
| <b>Current Liabilities</b>            |                          |                          |                           |
| Short Term Notes Payable              | \$ -                     | \$ -                     | \$ 45,126                 |
| Accounts Payable                      | 19,842,555               | 18,529,065               | 16,818,712                |
| Due to Third Parties                  | 1,106,715                | 1,106,715                | 946,715                   |
| Payroll & Related                     | 3,711,029                | 3,386,717                | 3,926,502                 |
| Other Current Liabilities             | 3,439,765                | 3,633,907                | 1,978,645                 |
| Current Portion -LT Debt              | -                        | -                        | -                         |
| <b>Total Current Liabilities</b>      | <b>28,100,064</b>        | <b>26,656,404</b>        | <b>23,715,700</b>         |
| <b>Long Term Liabilities</b>          |                          |                          |                           |
| Deferred Pension Liabilities          | 2,022,442                | 2,029,400                | 2,029,400                 |
| Due to/from Affiliates                | 5,000                    | -                        | -                         |
| <br>Bonds Payable (Net of Prem/Disc)  | <br>36,534,467           | <br>36,536,183           | <br>36,543,051            |
| <b>Total Liabilities</b>              | <b>66,661,973</b>        | <b>65,221,987</b>        | <b>62,288,151</b>         |
| <b>EQUITY</b>                         |                          |                          |                           |
| Equity                                | 12,687,691               | 12,687,691               | 25,074,652                |
| Permanently Restricted Assets         | 5,324,782                | 5,324,782                | 5,324,782                 |
| Reserve for Pension/Other             | 1,497,903                | 1,497,903                | 1,497,903                 |
| Net Income(Loss)--Current Year        | (348,040)                | (40,934)                 | (11,986,641)              |
| <b>Total Equity</b>                   | <b>19,162,336</b>        | <b>19,469,442</b>        | <b>19,910,696</b>         |
| <b>TOTAL LIABILITIES &amp; EQUITY</b> | <b>\$ 85,824,309</b>     | <b>\$ 84,691,429</b>     | <b>\$ 82,198,847</b>      |

# Cash and Accounts Receivable

## Days Cash On Hand

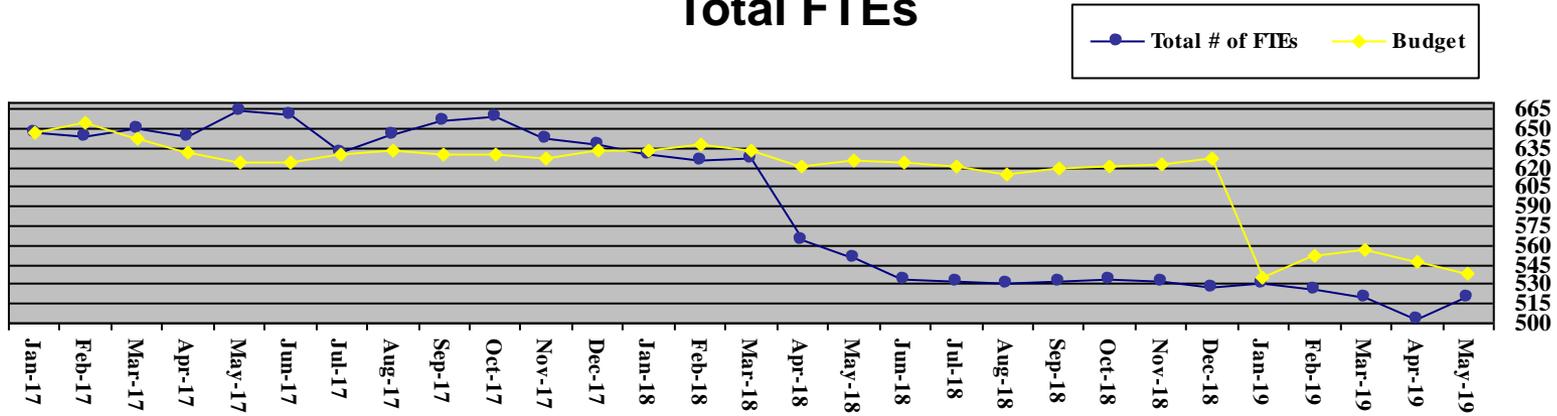


## Days Revenue in Accounts Receivable

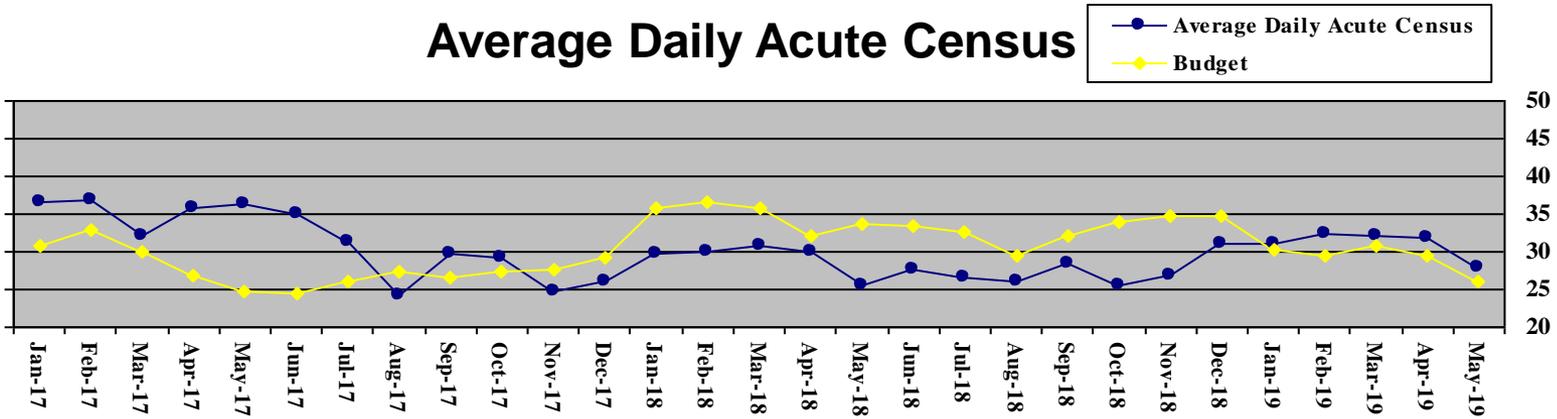


# Volume Indicators

## Total FTEs

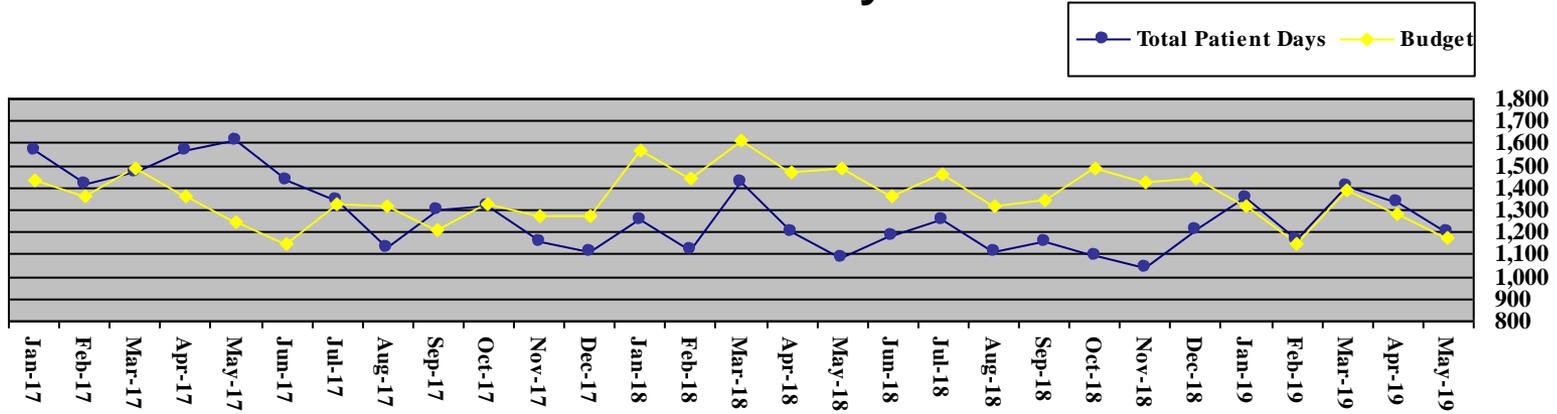


## Average Daily Acute Census

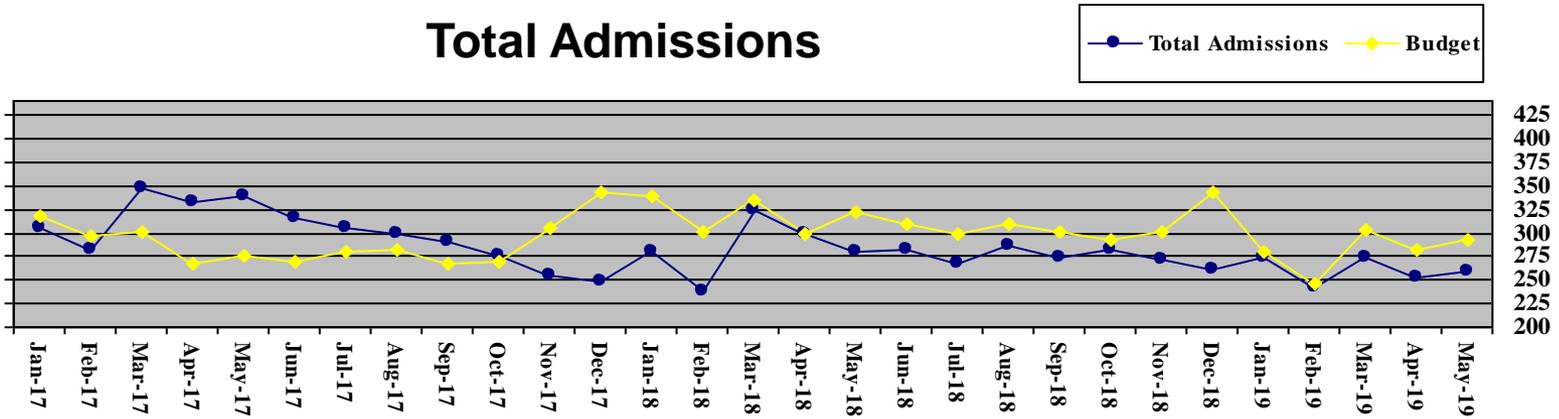


# Volume Indicators

## Total Patient Days

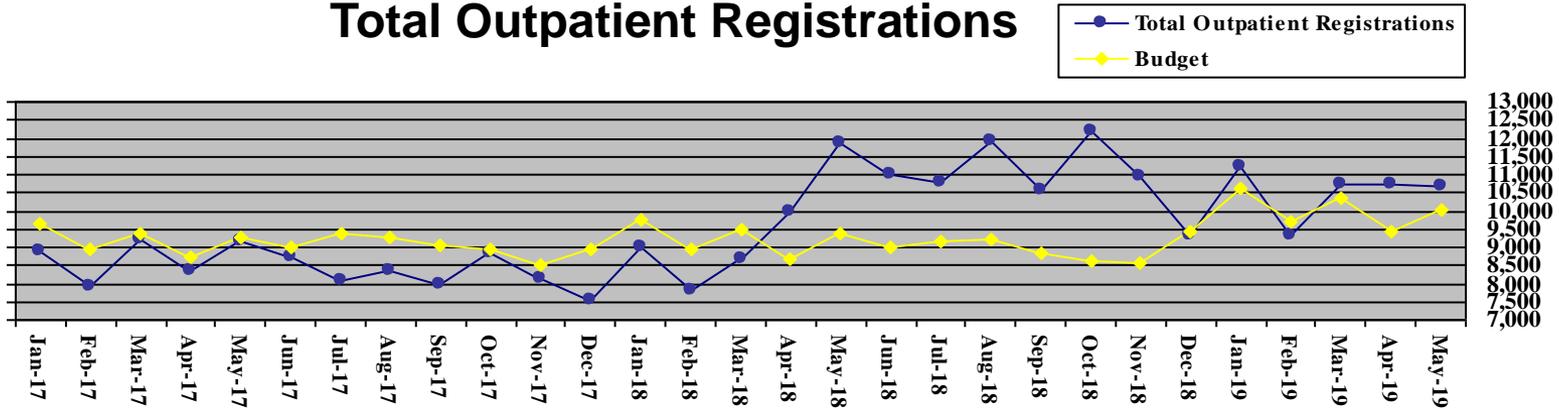


## Total Admissions

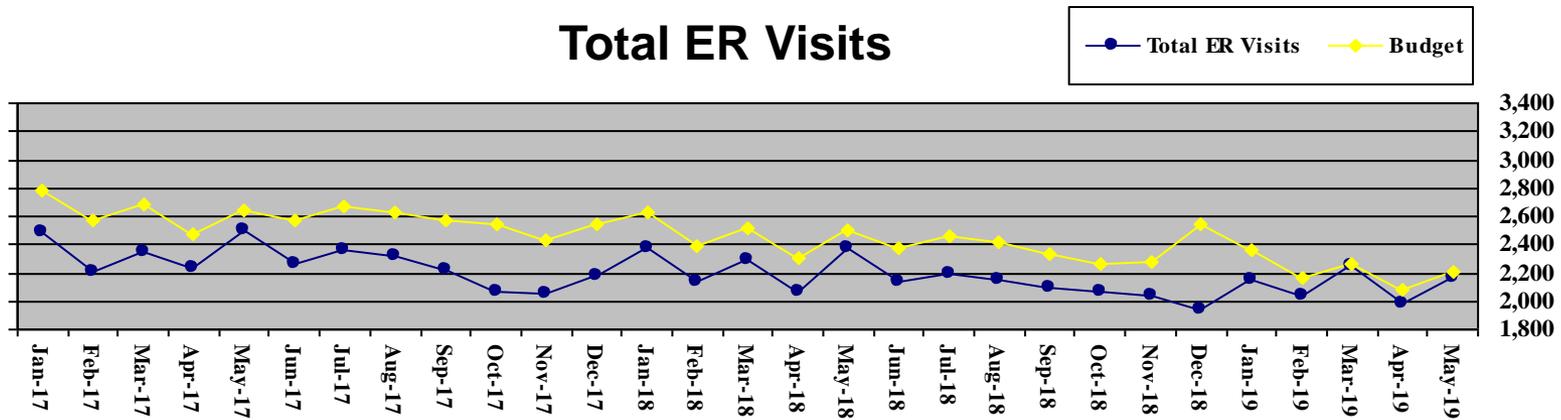


# Volume Indicators

## Total Outpatient Registrations

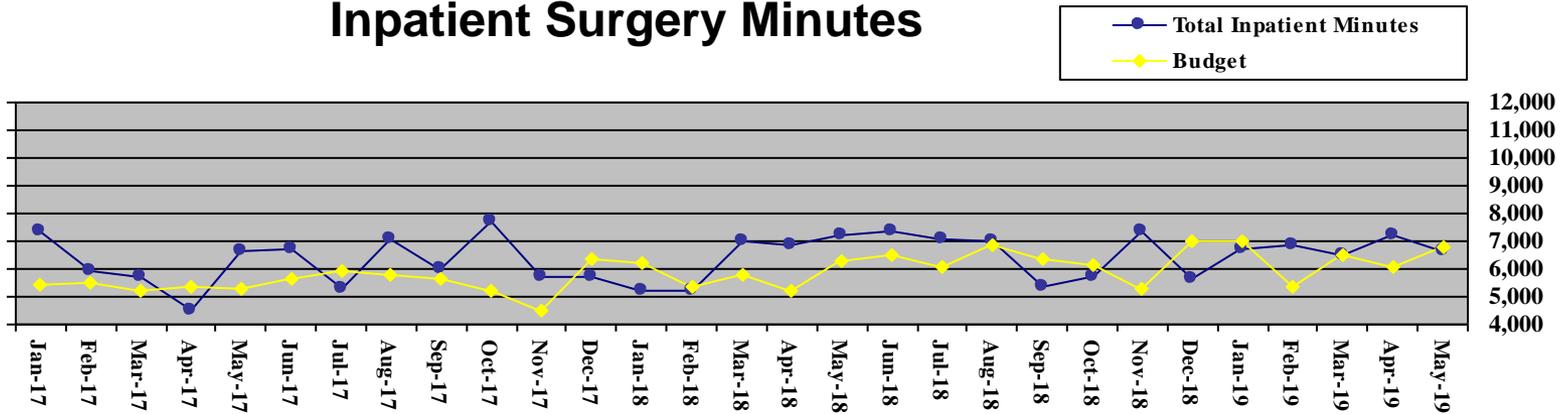


## Total ER Visits

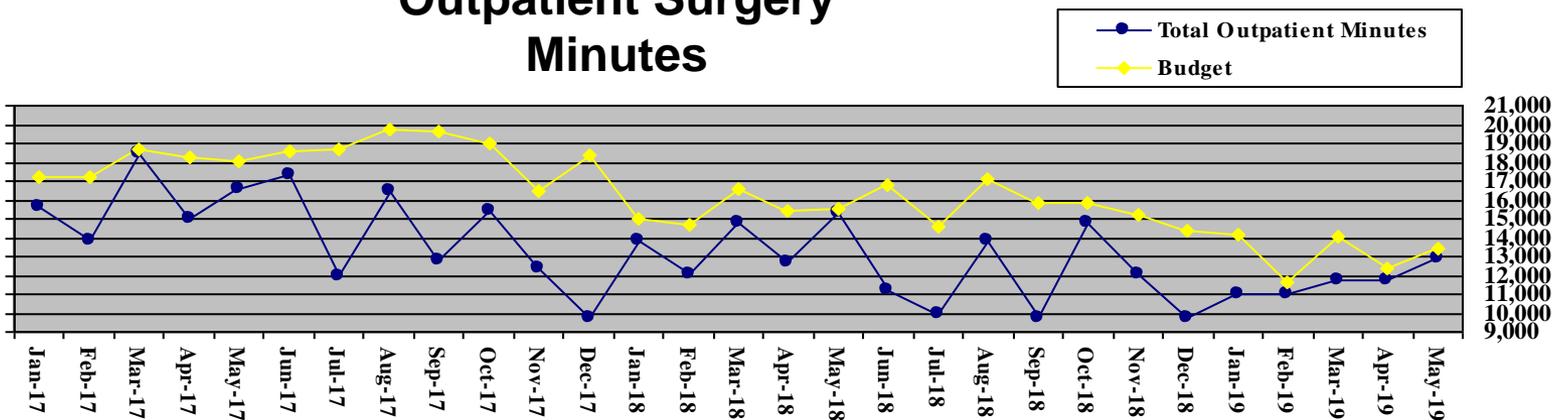


# Volume Indicators

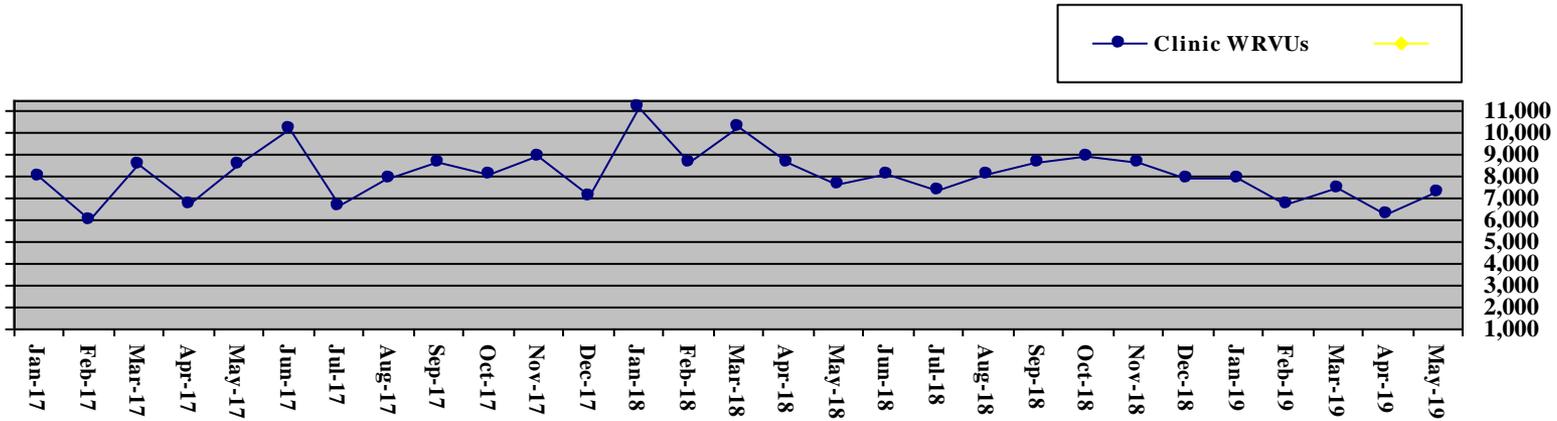
## Inpatient Surgery Minutes



## Outpatient Surgery Minutes



# Clinic WRVUs



# MC/MD/HO Mix

