



*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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**BOARD OF DIRECTORS  
FINANCE COMMITTEE MEETING AGENDA**

**MONDAY, NOVEMBER 06, 2017**

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

**12:30 PM – OPEN SESSION @ HOSPITAL ADMINISTRATION 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** **Barbara Willey, 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. **CONFERENCE WITH LABOR NEGOTIATORS: \*Government Section Code: 54957.6:  
Negotiator(s): Michael Sarrao, Esq, John Friel, CEO & Garth Hamblin, CFO**

**OPEN SESSION**

1. **CALL TO ORDER** **Barbara Willey, Treasurer**
2. **RESULTS OF CLOSED SESSION\*** **Barbara Willey, 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. October 11, 2017

**6. OLD BUSINESS\***

- None

**7. NEW BUSINESS\***

A. Discussion and Potential Recommendation to the Board of Directors the Additional Unbudgeted Expense for the Purchase of a Golf Cart

**8. PRESENTATION AND REVIEW OF FINANCIAL STATEMENTS\***

A. September 2017 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  
October 02, 2017**

**MEMBERS** Barbara Willey, Treasurer Garth Hamblin, CFO  
**PRESENT:** Rob Robbins, 1<sup>st</sup> Vice President Shelly Egerer, Exec.Asst.

**STAFF:** Kerri Jex Ann Beilby Erin Wilson  
David Anocibar Heather Loose Pamela Arouchian  
Evelyn Livingston Kaitlyn Lamson Michelle Valenzuela  
Lora Townsend Diane Callahan Alexandra Mejia  
Cammie Strong Jon Booth

**COMMUNITY MEMBERS:** None

**ABSENT:** John Friel, CEO

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**OPEN SESSION**

**1. CALL TO ORDER:**

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

**2. ROLL CALL:**

Barbara Willey and Rob Robbins were present. Also present were Garth Hamblin, CFO and Shelly Egerer, Executive Assistant. Absent was John Friel, CEO.

**3. ADOPTION OF AGENDA:**

**Board Member Robbins motioned to adopt the October 02, 2017 agenda as presented. Second by Board Member Willey to adopt the October 02, 2017 agenda as presented. Board Member Willey called for a vote. A vote in favor of the motion was unanimously approved.**

- Board Member Willey- yes
- Board Member Robbins- yes

**CLOSED SESSION**

**4. PUBLIC FORM FOR CLOSED SESSION:**

Board Member Willey opened the Hearing Section for Public Comment on Closed Session items at 2:00 p.m.

- Ann Beilby, stated she was present to speak to the Finance Committee for the staff with regards to wages and compensation. The 3% negotiated raises have been barely comparable to the cost of living and the continual increase in the hospitals health insurance. The hospital is gaining financial stability and the value of employees is not being recognized; letters, barbecues and ice cream socials are nice but they do not pay the bills.

We appreciate the \$550.00 contributed towards the health care cost but ask the committee to increase the annual cost of living raise and to continue to contribute to the health insurance.

- Gabriel Molero stated he supports the Union on the issues at hand and would like the Board to support the staff.
- David Anocibar stated that is supportive of what Ms. Beilby has stated to the committee and that cost of insurance continue to go up and staff cannot afford the increasing cost.

Board Member Willey closed the Hearing Section at 3:05 p.m.

**5. ADJOURN TO CLOSED SESSION:**

**Board Member Robbins motioned to adjourn to Closed Session. Second by Board Member Willey to adjourn to Closed Session. Board Member Willey called for a vote. A vote in favor of the motion was unanimously approved.**

- Board Member Willey- yes
- Board Member Robbins- yes

**OPEN SESSION**

**1. CALL TO ORDER:**

Board Member Willey called the meeting to order at 2:45 p.m.

**2. RESULTS OF CLOSED SESSION:**

Board Member Willey reported no action was taken in closed session.

**3. PUBLIC FORUM FOR OPEN SESSION**

Board Member Willey opened the Hearing Section for Public Comment on Open Session items at 2:45 p.m.

- Ann Beilby, stated that pay is higher at St. Mary than our facility and that there is a very large difference in pay scale. The hospital is doing well because of the employees and the Board needs to take care of employees.
- Pam Arouchian stated that the district is doing much better financially and that the cost of living continues to go up, insurance continues to increase every year but the employee wages are not increasing. The staff works hard and the Board should support the staff.
- Kaitlyn Lamson stated that healthcare continues to increase; at this time, I have a newborn son and I cannot afford to add my child to the insurance. There is a substantial increase of wages for other hospitals that are comparable to our district and the staff is paid a lot less than other hospitals in our area.
- Evelyn Livingston stated that she has worked for the district for over 10 years and is still at the low pay wage scale and insurance continues to increase; Evelyn stated that staff works hard for the district and would like to be at mid pay level; staff should be paid appropriately.

- Heather Loose stated she cannot afford to have her daughter on her insurance and continues to see increases in the health insurance yearly.
- Alexandra Mejia stated that she is a single mother and that the cost of health insurance and the cost of living continues to increase but staff wages are not increasing. There are facilities that are comparable with our district and the pay is at a higher level; we should be in line with the other facilities.
- Fran Montoya stated that there are faces behind the numbers that you are crunching; reward your staff that do a good job, respect needs to be shown to them for their/our hard work.
- Laura Townsend has worked for the district for several years, great community and great place to live; at this time, I cannot afford to have spouse on the same plan health plan due to the annual increases on the insurance; I have to work another job to be able to support my family. Staff's pay is too low in our district.
- Michelle Valenzuela is very concerned about healthcare, spouse is on insurance and cost is continuing to increase yearly. I have been employed here for years and the pay scale is on the low side. This is a great hospital and we work as a team.
- Ann Beilby reminded the committee that the employees are taxpayers; we help support the district financially.

Board Member Willey closed the Hearing Section at 3:05 p.m.

**4. DIRECTORS COMMENTS:**

- None

**5. APPROVAL OF MINUTES:**

A. September 05, 2017

**Board Member Robbins motioned to approve the September 05, 2017 minutes as presented. Second by Board Member Willey to approve the September 05, 2017 minutes as presented. Board Member Willey called for a vote. A vote in favor of the motion was unanimously approved.**

- Board Member Willey- yes
- Board Member Robbins- yes

**6. OLD BUSINESS:**

- None

**7. NEW BUSINESS\***

**A. Discussion and Presentation of Network Security and IT Assessment:**

- Mr. Both provided the following information:
  - Sophos presentation:
    - Where we have been, where we are and where we are headed.
    - Virus and worms are outdated.

- Anti-exploit vulnerable of opening in a system.
- A vulnerability is a weakness in an application.
- The Apple Macros is the most vulnerable device.
- There is a process on intercepting ransom ware.
- Sophos has the most complete arsenal and can complete a Root Cause Analysis.
- Synchronized encryption will be completed in the spring 2018.
  
- IT Support:
  - District support structure: Three levels, self-contained team.
  - Well versed with what is on site.
  - Augment team is when you can bring in level three issues, email & phone system. Augmentation must be brought up to speed; this is expensive.
- HIPPA Security Risk Assessment:
  - District has a plan in place
- Mr. Hamblin stated that we need to pick a firm that can assist the district when level three issues arise; is hopeful to have a vendor at the November Finance Committee meeting.

**Board Member Willey reported no action required.**

**B. Discussion and Potential Recommendation to the Board of Directors Travel Expenses for Michael Ritchey w/QHR for Revenue Cycle Assistance:**

- Mr. Hamblin reported as part of the annual Quorum Plan a follow up on the Revenue Cycle would be beneficial for the district. The expenses for Mr. Ritchey would not exceed \$2,000.00; Mr. Ritchey should be on site by the end of November.

**Board Member Robbins approved a positive recommendation to the Board of Directors the travel expense for Michael Ritchey w/QHR not to exceed \$2,000.00. Second by Board Member Willey approved a positive recommendation to the Board of Directors the travel expense for Michael Ritchey w/QHR not to exceed \$2,000.00. Board Member Willey called for a vote. A vote in favor of the motion was unanimously approved.**

- Board Member Willey- yes
- Board Member Robbins- yes

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

**A. August 2017 Finances:**

- Mr. Hamblin reported the following:
  - Over \$13 million in the bank.
  - Cash on hand 212 days.
  - Surplus for the month.
  - Net revenue under budget.
  - Expense more than budget, Interim Lab Manager
  - Patient days under budget.
  - SNF patient days continue to run over budget.
  - ER visits over budget.
  - Clinic visits close to budget.
  - Dental visits are strong.
  - AR days are decreasing.

- Favorable adjustments in contractual's.
- Board Member Robbins stated that he has concerns about the finances, April and October are bad months and at this time we are under budget on the revenue.
- Discussion took place on ER patients being admitted to the Acute in lieu of being transferred out. Ms. Jex stated that there are several issues that cause the district to transferring patients; higher level of care, potential diagnosis. Mr. Hamblin stated that Senior Administration is continuing to review the Surgery Department and how to make it a profitable department with a general surgeon.

**B. CFO Report:**

- Mr. Hamblin reported the following information:
  - Healthcare Reform unknown.
  - AR days continue to decrease: at 66
  - PRIME Project: will receive appropriate funds.
  - CT project is a little over budget.
  - Mammo is under budget.
  - Gerald Tucker is on site to complete the audit; will provide the Cost Report to the Board once it is complete.

**Board Member Robbins motioned to approve the August 2017 Finance Report and the CFO Report as presented. Second by Board Member Willey to approve the August 2017 Finance Report and the CFO Report as presented. Board Member Willey called for a vote. A vote in favor of the motion was unanimously approved.**

- Board Member Willey- yes
- Board Member Robbins- yes

**9. ADJOURNMENT\***

**Board Member Robbins motioned to adjourn the meeting at 4:06 p.m. Second by Board Member Willey to adjourn the meeting. Board Member Willey adjourned the meeting.**

- Board Member Willey- yes
- Board Member Robbins- yes



## MEMO

Date: October 18, 2017  
To: Planning & Facilities Committee, Finance Committee & Board of Directors  
From: Michael Mursick, Director of Facilities  
Re: Electric Cart Purchase

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### **Recommendation:**

Currently the Maintenance Department has a budget of \$4,000 to purchase an electric cart. We would like the Planning & Facilities Committee to approve / recommend to the Board of Directors additional monies of approximately \$6,486.25 not exceeding \$7,000.00

### **Background:**

I initially budgeted \$4,000.00 to purchase an electric cart for facilities so that we did not have to drive the full size truck around the sites for small jobs and so facilities had another means of transportation when the truck was being used offsite. When I brought this to the Planning and Facilities meeting, we concluded that it would be in the best interest of the organization to spend the extra money and purchase a street legal electric cart for liability reasons.

When I started my research for a cart, I found out that the cart must meet certain requirements so that it could be street legal. These type of carts are much more expensive than I initially asked for in my budget. I did find a cart in the Palm Desert area that we could purchase for \$9,000.00 less taxes & shipping. This cart regularly retails from \$14,000.00 to \$16,000.00 but the manufacturer has some large incentives at this time.



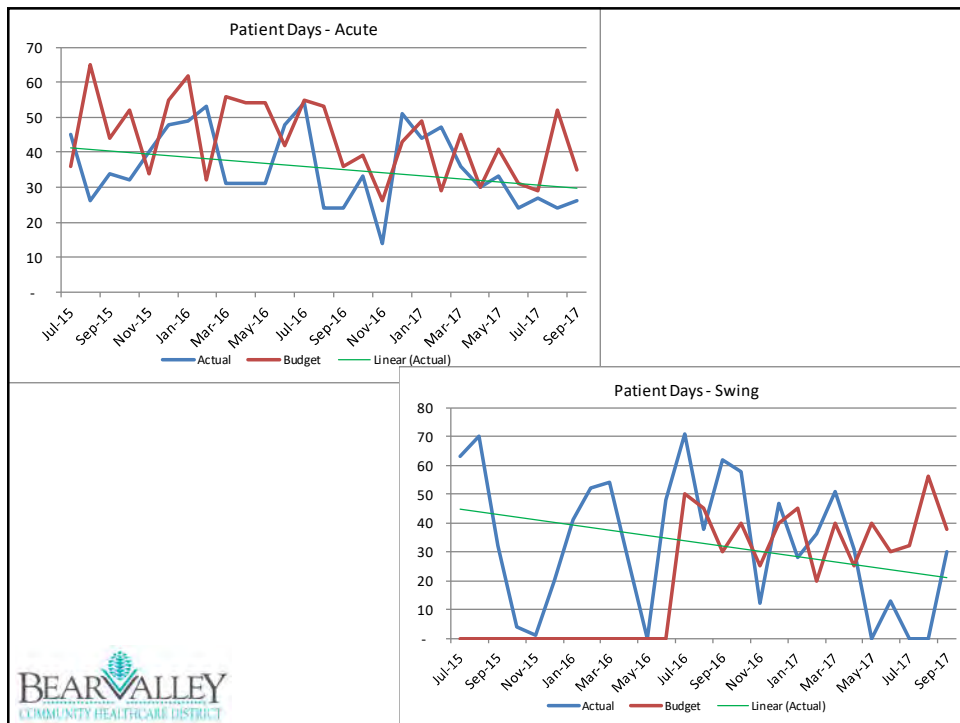
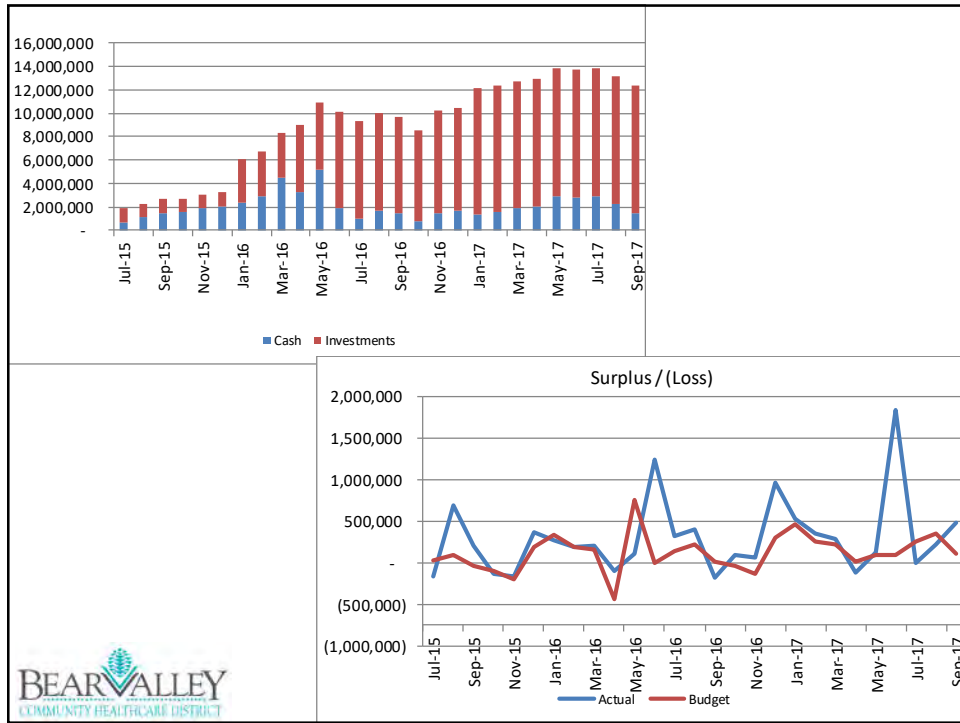


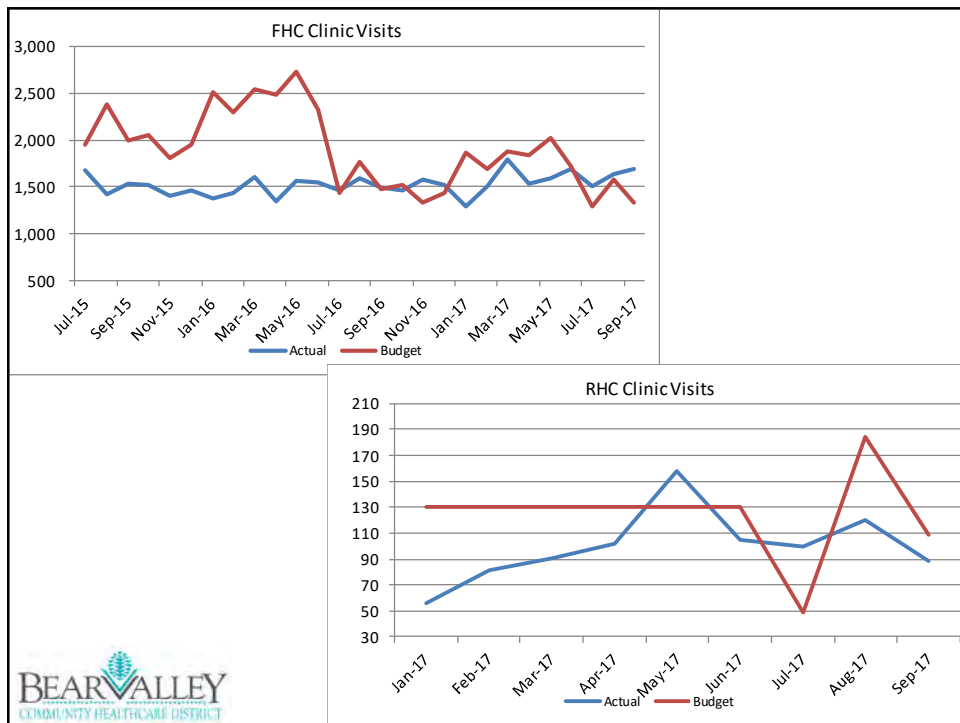
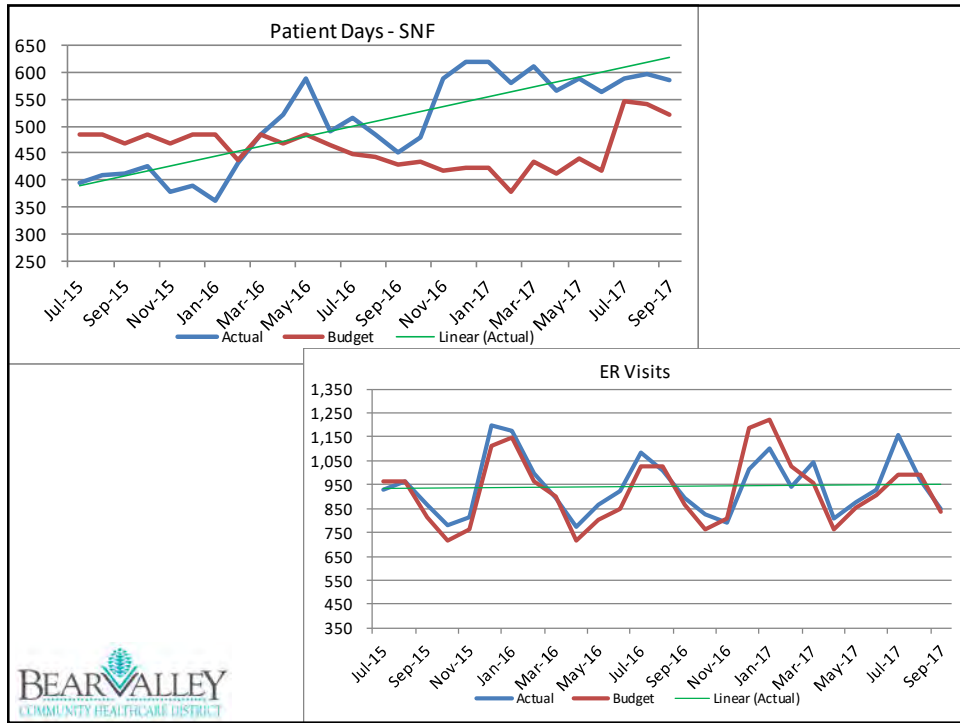
Finance Report  
September 2017 Results

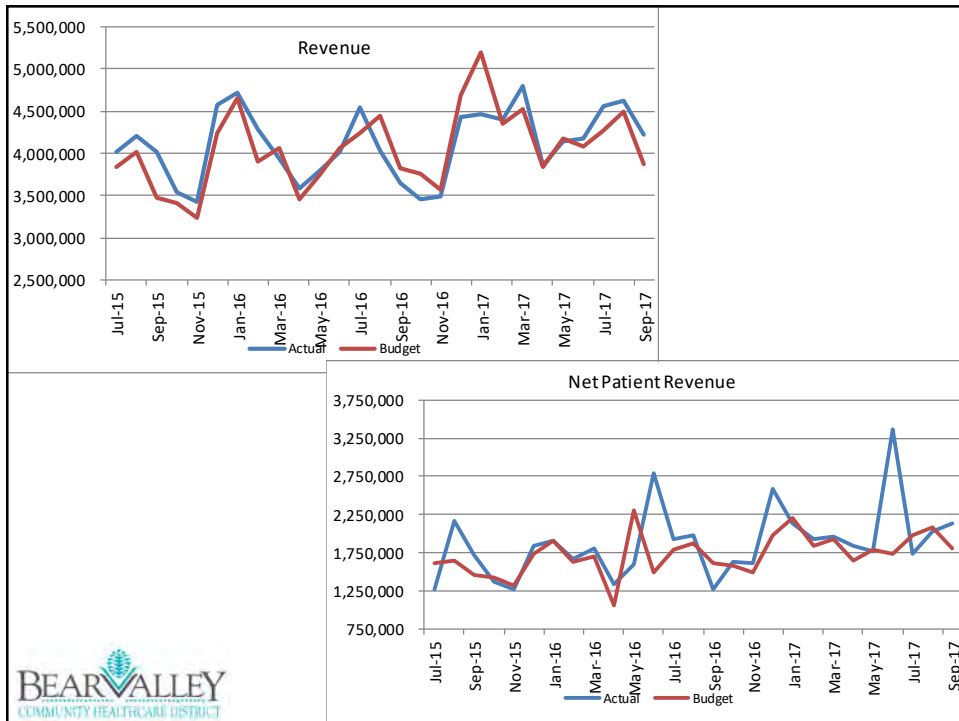
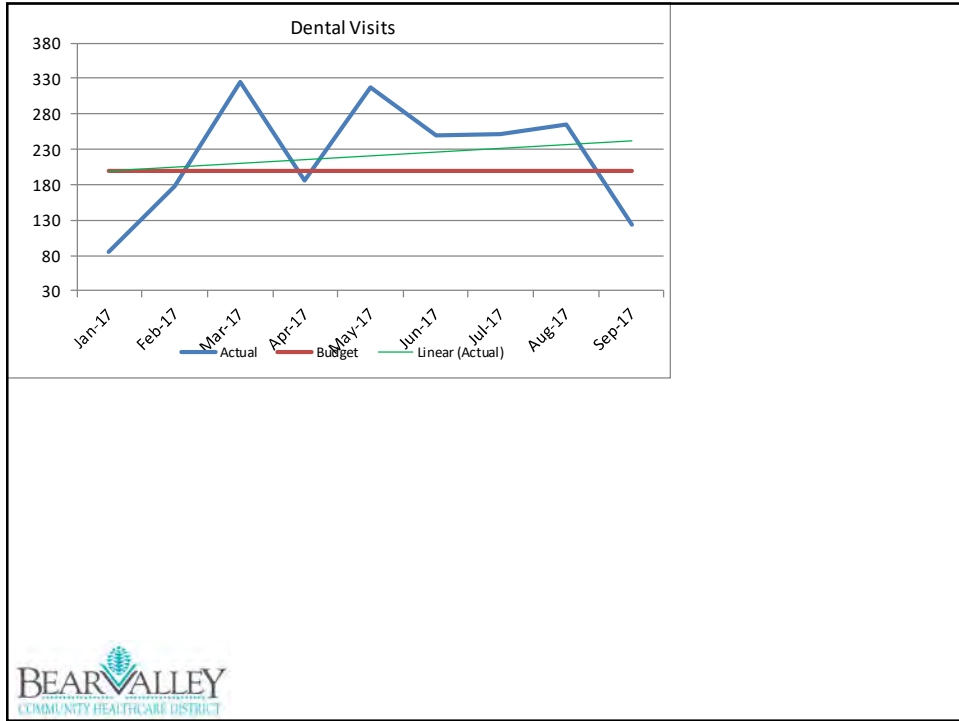
Summary for September 2017

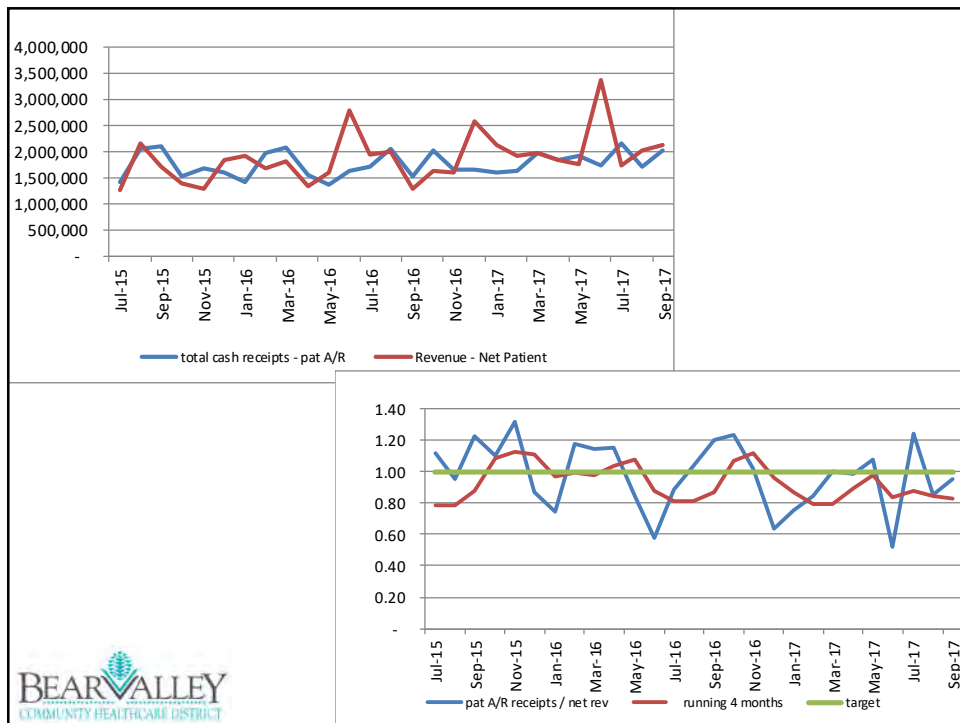
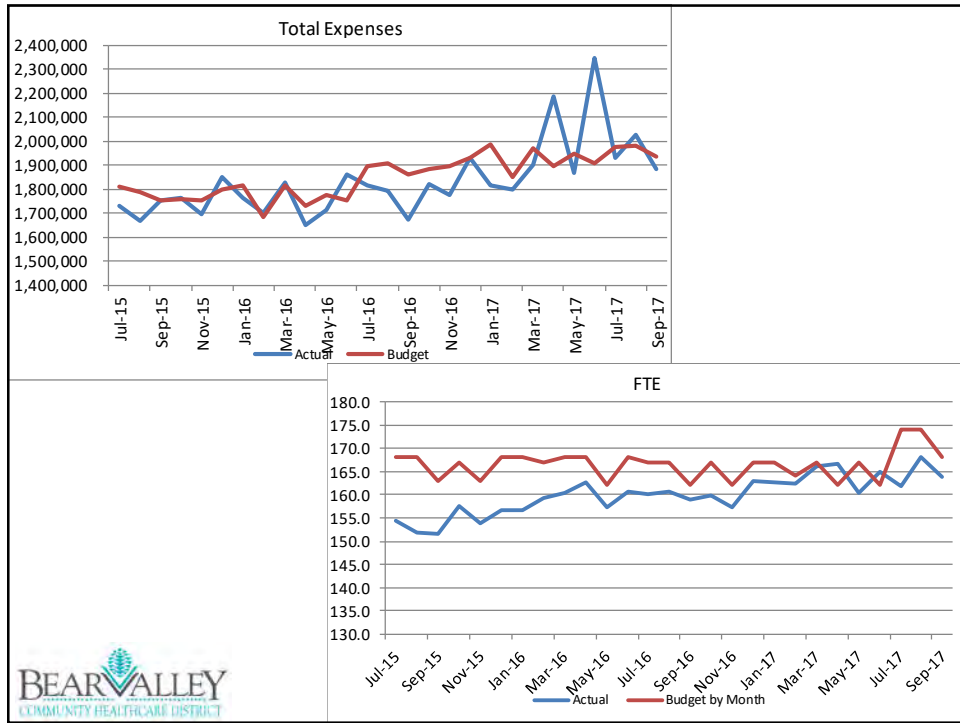
- Cash on Hand - \$1,483,027  
Investments - \$10,921,640
- Days Cash on hand, including investments with LAIF – 201
- Surplus of \$477,013 for the month compared to budgeted surplus of \$103,584.
- Total Patient Revenue over Budget by 8.9% for the month
- Net Revenue was 16.1% more than budget.
- Total Expenses 2.7% lower than budget

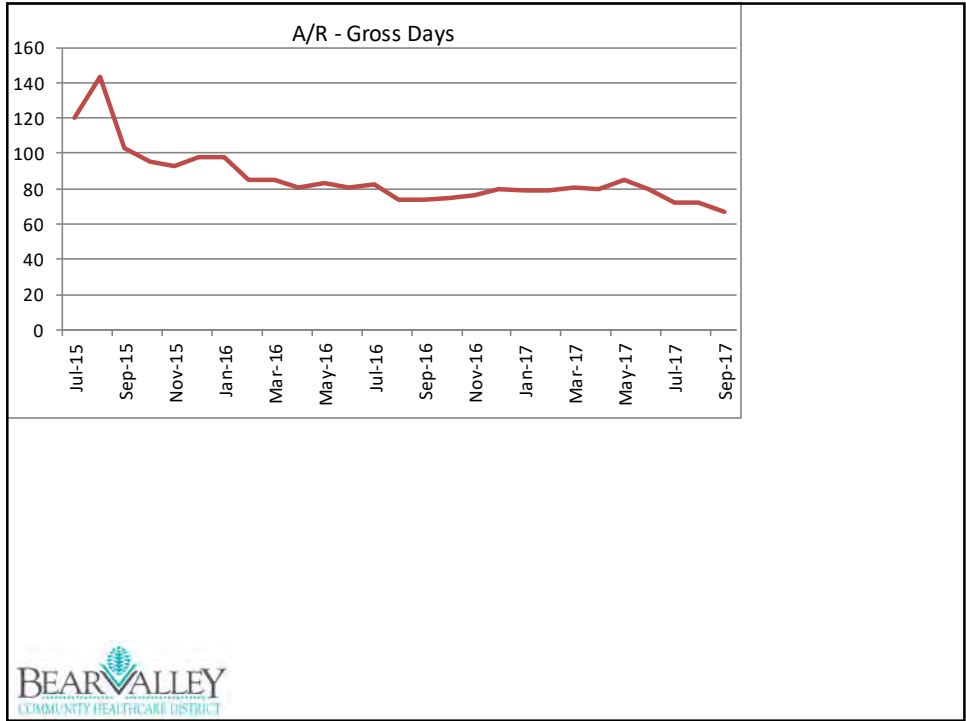














## **September 2017 Financial Results**

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

Total Patient Revenue of \$4,224,893 was over budget by 8.9%. Inpatient revenue was again under budget, but we did have 30 Swing patient days where we have had none the past 2 months. Outpatient revenue was 24.9% over budget. Statistics in Laboratory, X-Ray, Mammography CT, and Ultrasound were all over budget for the month. Clinic revenue was 60.2% over budget. Emergency Room revenue was 2.4% more than budget with visits 1.4% over budget. Skilled nursing Census continues to run ahead of budget. Skilled nursing revenue was 8.6% over budget for the month.

Deductions from Revenue of \$2,092,654 were 0.7% higher than budget.

Total operating Revenue of \$2,152,282 was 16.1% more budget.

Total Operating Expenses of \$1,883,559 were lower than budget by 2.7%.

Our surplus for the month of September 2017 was \$477,013. This is significantly more than our budgeted Surplus of \$103,584 for the month.

Our Operating Cash and Investments total \$12,404,667. Total Days Cash on hand are 201. We have paid out funds toward IGT (Inter-Government Transfers) which will come back to us and have continued to make payment for Capital Projects.

### **Key Statistics**

Both Inpatient and Swing Patient days were under budget for the month. We did have Swing patient days in September.

SNF days totaled 586, an Average Daily Census of 19.5. Budget for the month was an ADC of 17.4

Emergency Room visits totaled 848 for the month – 1.4% higher than budget.

### **Through the 1<sup>st</sup> three months of our Fiscal Year . . .**

Patient revenue is 6.0% ahead of budget, total revenue deductions are 10.9% more than budget, total expenses are 0.8% lower than budget, and our surplus of \$710,522 is 0.8% lower than budget.

Acute and Swing patient days are less than half the number budgeted. SNF days are 10% over budget. ER Visits are 5.7% over budget. FTE are running 5.5 lower than budget.

**Bear Valley Community Healthcare District**  
**Financial Statements September 31, 2017**

**Financial Highlights—Hospital**  
**STATEMENT OF OPERATIONS**

	A	B	C	D	E	F	G	H	I	J
	Current Month					Year-to-Date				
	FY 16/17	FY 17/18		VARIANCE		FY 16/17	FY 17/18		VARIANCE	
	Actual	Actual	Budget	Amount	%	Actual	Actual	Budget	Amount	%
1 Total patient revenue	3,645,268	4,224,893	3,880,131	344,762	8.9%	12,222,757	13,410,408	12,650,394	760,014	6.0%
2 Total revenue deductions	2,372,205	2,092,654	2,077,294	15,360	0.7%	7,033,149	7,514,176	6,772,603	741,573	10.9%
3 % Deductions	65%	50%	54%			58%	56%	54%		
4 Net Patient Revenue	1,273,063	2,132,239	1,802,837	329,402	18.3%	5,189,608	5,896,232	5,877,791	18,441	0.3%
5 % Net to Gross	35%	50%	46%			42%	44%	46%		
6 Other Revenue	23,084	20,043	51,584	(31,541)	-61.1%	38,371	62,450	155,546	(93,096)	-59.9%
<b>7 Total Operating Revenue</b>	<b>1,296,147</b>	<b>2,152,282</b>	<b>1,854,421</b>	<b>297,861</b>	<b>16.1%</b>	<b>5,227,979</b>	<b>5,958,682</b>	<b>6,033,337</b>	<b>(74,655)</b>	<b>-1.2%</b>
8 Total Expenses	1,661,593	1,883,559	1,936,584	(53,025)	-2.7%	5,252,369	5,825,704	5,874,292	(48,588)	-0.8%
9 % Expenses	46%	45%	50%			43%	43%	46%		
10 Surplus (Loss) from Operations	(365,446)	268,723	(82,163)	350,886	427.1%	(24,390)	132,978	159,045	(26,067)	16.4%
11 % Operating margin	-10%	6%	-2%			0%	1%	1%		
12 Total Non-operating	187,526	208,290	185,747	22,543	12.1%	568,907	577,544	557,241	20,303	3.6%
13 Surplus/(Loss)	(177,920)	477,013	103,584	373,429	-360.5%	544,517	710,522	716,286	(5,764)	0.8%
14 % Total margin	-5%	11%	3%			4%	5%	6%		

**BALANCE SHEET**

	A	B	C	D	E
	September	September	August	VARIANCE	
	FY 16/17	FY 17/18	FY 17/18	Amount	%
15 Gross Accounts Receivables	10,392,592	9,817,444	10,527,560	(710,116)	-6.7%
16 Net Accounts Receivables	3,474,189	4,001,787	4,151,968	(150,181)	-3.6%
17 % Net AR to Gross AR	33%	41%	39%		
18 Days Gross AR	74	67	73	(5)	-7.0%
19 Cash Collections	1,532,443	2,025,147	1,716,383	308,764	18.0%
21 Investments	8,277,960	10,921,640	10,894,184	27,456	0.3%
22 Cash on hand	1,595,276	1,483,027	2,292,426	(809,399)	-35.3%
23 Total Cash & Invest	9,873,236	12,404,667	13,186,610	(781,943)	-5.9%
24 Days Cash & Invest	177	201	212	(11)	-5.0%
Total Cash and Investments	9,873,236	12,404,667			
Increase Current Year vs. Prior Year		2,531,431			



**Bear Valley Community Healthcare District**  
**Financial Statements September 31, 2017**

**Statement of Operations**

	Current Month					Year-to-Date				
	A	B	C	D	E	F	G	H	I	J
	FY 15/16	FY 16/17		VARIANCE		FY 15/16	FY 16/17		VARIANCE	
Actual	Actual	Budget	Amount	%	Actual	Actual	Budget	Amount	%	
<b>Gross Patient Revenue</b>										
1 Inpatient	218,383	150,843	221,871	(71,028)	-32.0%	714,213	345,144	729,981	(384,837)	-52.7%
2 Outpatient	841,584	1,063,953	852,152	211,801	24.9%	2,697,465	3,138,856	2,693,152	445,704	16.5%
3 Clinic Revenue	182,215	339,870	212,145	127,725	60.2%	563,253	1,057,365	666,123	391,242	58.7%
4 Emergency Room	2,203,280	2,407,574	2,352,114	55,460	2.4%	7,602,202	8,079,110	7,818,876	260,234	3.3%
5 Skilled Nursing Facility	199,806	262,653	241,849	20,804	8.6%	645,624	789,933	742,262	47,671	6.4%
<b>6 Total patient revenue</b>	<b>3,645,268</b>	<b>4,224,893</b>	<b>3,880,131</b>	<b>344,762</b>	<b>8.9%</b>	<b>12,222,757</b>	<b>13,410,408</b>	<b>12,650,394</b>	<b>760,014</b>	<b>6.0%</b>
<b>Revenue Deductions</b>										
7 Contractual Allow	2,088,693	1,994,911	1,901,515	93,396	4.9%	5,871,397	6,735,653	6,199,511	536,142	8.6%
8 Contractual Allow PY	12	1,249	-	1,249	#DIV/0!	(13,036)	1,712	-	1,712	#DIV/0!
9 Charity Care	12,765	-	8,310	(8,310)	-100.0%	46,025	20,517	27,092	(6,575)	-24.3%
10 Administrative	610	169,442	7,281	162,161	2227.2%	9,855	283,364	23,739	259,625	1093.7%
11 Policy Discount	4,191	7,202	5,931	1,271	21.4%	18,376	30,674	19,337	11,337	58.6%
12 Employee Discount	1,123	3,938	3,227	711	22.0%	8,128	17,748	10,520	7,228	68.7%
13 Bad Debts	158,501	45,428	151,030	(105,602)	-69.9%	552,233	55,375	492,404	(437,029)	-88.8%
14 Denials	266,959	(129,516)	-	(129,516)	#DIV/0!	540,171	369,133	-	369,133	#DIV/0!
<b>15 Total revenue deductions</b>	<b>2,372,205</b>	<b>2,092,654</b>	<b>2,077,294</b>	<b>15,360</b>	<b>0.7%</b>	<b>7,033,149</b>	<b>7,514,176</b>	<b>6,772,603</b>	<b>741,573</b>	<b>10.9%</b>
<b>16 Net Patient Revenue</b>	<b>1,273,063</b>	<b>2,132,239</b>	<b>1,802,837</b>	<b>329,402</b>	<b>18.3%</b>	<b>5,189,608</b>	<b>5,896,232</b>	<b>5,877,791</b>	<b>18,441</b>	<b>0.3%</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%	
<b>17 Other Revenue</b>	<b>23,084</b>	<b>20,043</b>	<b>51,584</b>	<b>(31,541)</b>	<b>-61.1%</b>	<b>38,371</b>	<b>62,450</b>	<b>155,546</b>	<b>(93,096)</b>	<b>-59.9%</b>
<b>18 Total Operating Revenue</b>	<b>1,296,147</b>	<b>2,152,282</b>	<b>1,854,421</b>	<b>297,861</b>	<b>16.1%</b>	<b>5,227,979</b>	<b>5,958,682</b>	<b>6,033,337</b>	<b>(74,655)</b>	<b>-1.2%</b>
<b>Expenses</b>										
19 Salaries	698,588	802,366	798,899	3,467	0.4%	2,245,255	2,444,397	2,450,345	(5,948)	-0.2%
20 Employee Benefits	250,886	300,954	330,502	(29,548)	-8.9%	826,371	906,144	968,871	(62,727)	-6.5%
21 Registry	11,565	-	-	-	#DIV/0!	33,285	12,718	-	12,718	#DIV/0!
<b>22 Salaries and Benefits</b>	<b>961,039</b>	<b>1,103,320</b>	<b>1,129,401</b>	<b>(26,081)</b>	<b>-2.3%</b>	<b>3,104,911</b>	<b>3,363,259</b>	<b>3,419,216</b>	<b>(55,957)</b>	<b>-1.6%</b>
23 Professional fees	124,232	149,941	154,007	(4,066)	-2.6%	385,292	472,948	466,791	6,157	1.3%
24 Supplies	119,626	101,350	119,647	(18,297)	-15.3%	385,193	368,111	377,096	(8,985)	-2.4%
25 Utilities	43,908	43,009	45,753	(2,744)	-6.0%	133,351	127,560	137,882	(10,322)	-7.5%
26 Repairs and Maintenance	27,369	35,825	22,565	13,260	58.8%	60,436	77,525	67,901	9,624	14.2%
27 Purchased Services	250,474	281,012	290,479	(9,467)	-3.3%	779,294	929,175	880,693	48,482	5.5%
28 Insurance	25,014	25,762	25,917	(155)	-0.6%	75,042	77,286	77,751	(465)	-0.6%
29 Depreciation	44,325	58,815	75,000	(16,185)	-21.6%	132,975	156,545	225,000	(68,455)	-30.4%
30 Rental and Leases	18,079	35,360	16,297	19,063	117.0%	54,473	121,784	48,891	72,893	149.1%
32 Dues and Subscriptions	4,410	5,725	5,046	679	13.4%	12,905	16,670	15,136	1,534	10.1%
33 Other Expense.	43,117	43,441	52,472	(9,031)	-17.2%	128,497	114,843	157,935	(43,092)	-27.3%
<b>34 Total Expenses</b>	<b>1,661,593</b>	<b>1,883,559</b>	<b>1,936,584</b>	<b>(53,025)</b>	<b>-2.7%</b>	<b>5,252,369</b>	<b>5,825,704</b>	<b>5,874,292</b>	<b>(48,588)</b>	<b>-0.8%</b>
<b>35 Surplus (Loss) from Operations</b>	<b>(365,446)</b>	<b>268,723</b>	<b>(82,163)</b>	<b>350,886</b>	<b>427.1%</b>	<b>(24,390)</b>	<b>132,978</b>	<b>159,045</b>	<b>(26,067)</b>	<b>16.4%</b>
<b>36 Non-Operating Income</b>										
37 Tax Revenue	189,917	186,047	186,047	-	0.0%	569,751	558,141	558,141	-	0.0%
38 Other non-operating	4,401	(130)	3,283	(3,413)	-104.0%	12,777	10,117	9,849	268	2.7%
Interest Income	790	30,375	4,167	26,208	628.9%	9,749	32,907	12,501	20,406	163.2%
Interest Expense	(7,582)	(8,002)	(7,750)	(252)	3.3%	(23,370)	(23,621)	(23,250)	(371)	1.6%
<b>39 Total Non-operating</b>	<b>187,526</b>	<b>208,290</b>	<b>185,747</b>	<b>22,543</b>	<b>12.1%</b>	<b>568,907</b>	<b>577,544</b>	<b>557,241</b>	<b>20,303</b>	<b>3.6%</b>
<b>BVCHD September 2017 Financial Report 9 of 14</b>	<b>(177,920)</b>	<b>477,013</b>	<b>103,584</b>	<b>373,429</b>	<b>-360.5%</b>	<b>544,517</b>	<b>710,522</b>	<b>716,286</b>	<b>(5,764)</b>	<b>0.8%</b>

**2017-18 Actual BS**

**BALANCE SHEET**

(Reflects 6/30/17 Y/E audit adjustments)

	PY BS			
	July	Aug	Sept	June
<b>ASSETS:</b>				
<b>Current Assets</b>				
Cash and Cash Equivalents (Includes CD's)	2,926,360	2,290,992	1,483,027	2,858,405
Gross Patient Accounts Receivable	10,084,033	10,529,969	9,819,853	10,749,524
Less: Reserves for Allowances & Bad Debt	6,481,129	6,632,089	5,818,066	6,824,943
Net Patient Accounts Receivable	3,602,904	3,897,880	4,001,787	3,924,581
Tax Revenue Receivable	2,232,569	2,232,569	2,232,569	56,787
Other Receivables	88,537	55,474	750,144	107,830
Inventories	217,948	220,580	221,025	212,805
Prepaid Expenses	330,877	339,259	336,340	192,216
Due From Third Party Payers	0			
Due From Affiliates/Related Organizations	0			
Other Current Assets	0			
Total Current Assets	9,399,195	9,036,754	9,024,893	7,352,624
<b>Assets Whose Use is Limited</b>				
Investments	10,894,184	10,894,184	10,921,640	10,894,184
Other Limited Use Assets	144,375	144,375	144,375	144,375
Total Limited Use Assets	11,038,559	11,038,559	11,066,015	11,038,559
<b>Property, Plant, and Equipment</b>				
Land and Land Improvements	547,472	570,615	570,615	547,472
Building and Building Improvements	9,657,088	9,659,388	9,686,383	9,657,088
Equipment	9,625,066	9,694,652	10,189,492	9,614,476
Construction In Progress	1,058,659	1,101,848	753,103	532,158
Capitalized Interest	0			
Gross Property, Plant, and Equipment	20,888,285	21,026,502	21,199,592	20,351,194
Less: Accumulated Depreciation	12,764,979	12,814,141	12,872,956	12,716,411
Net Property, Plant, and Equipment	8,123,306	8,212,362	8,326,636	7,634,783
TOTAL UNRESTRICTED ASSETS	28,561,060	28,287,674	28,417,544	26,025,966
Restricted Assets	0	0	0	0
TOTAL ASSETS	28,561,060	28,287,674	28,417,544	26,025,966

**2017-18 Actual BS**

**BALANCE SHEET**

(Reflects 6/30/17 Y/E audit adjustments)

LIABILITIES:

Current Liabilities

	July	Aug	Sept	PY BS June
Accounts Payable	1,382,046	985,885	792,559	1,055,031
Notes and Loans Payable				
Accrued Payroll	775,117	846,351	884,291	684,799
Patient Refunds Payable				
Due to Third Party Payers (Settlements)	709,007	709,470	695,980	649,537
Advances From Third Party Payers				
Current Portion of Def Rev - Txn,	2,046,518	1,860,471	1,674,424	-4
Current Portion - LT Debt	35,000	35,000	35,000	35,000
Current Portion of AB915				
Other Current Liabilities (Accrued Interest & Accrued Other)	15,243	23,005	30,785	7,621
<b>Total Current Liabilities</b>	<b>4,962,931</b>	<b>4,460,183</b>	<b>4,113,039</b>	<b>2,431,984</b>

Long Term Debt

USDA Loan	2,930,000	2,930,000	2,930,000	2,965,000
Leases Payable	0	0	0	0
Less: Current Portion Of Long Term Debt	35,000	35,000	35,000	35,000

Total Long Term Debt (Net of Current) 2,930,000 2,930,000 2,930,000 2,930,000

Other Long Term Liabilities

Deferred Revenue	0	0	0	0
Other	0	0	0	0

Total Other Long Term Liabilities 0 0 0 0

**TOTAL LIABILITIES 7,892,931 7,390,183 7,043,039 5,361,984**

Fund Balance

Unrestricted Fund Balance	20,663,982	20,663,983	20,663,982	16,251,126
Temporarily Restricted Fund Balance	0	0		
Equity Transfer from FRHG	0	0		
Net Revenue/(Expenses)	4,147	233,510	710,523	4,412,856

**TOTAL FUND BALANCE 20,668,129 20,897,491 21,374,505 20,663,982**

**TOTAL LIABILITIES & FUND BALANCE 28,561,060 28,287,674 28,417,544 26,025,966**

**Bear Valley Community Healthcare District  
Financial Statements**

**Current Year Trending Statement of Operations**

**A Statement of Operations—CURRENT YEAR 2018**

	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	95,787	98,514	150,843										345,144
2 Outpatient	868,939	1,205,964	1,063,953										3,138,856
3 Clinic	347,893	369,602	339,870										1,057,365
4 Emergency Room	2,985,253	2,686,283	2,407,574										8,079,110
5 Skilled Nursing Facility	261,793	265,487	262,653										789,933
6 <b>Total patient revenue</b>	<b>4,559,665</b>	<b>4,625,850</b>	<b>4,224,893</b>	-	-	-	-	-	-	-	-	-	<b>13,410,408</b>
<b>Revenue Deductions</b>	C/A 0.56	0.47	0.47	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.50
7 Contractual Allow	2,548,409	2,192,333	1,994,911										6,735,653
8 Contractual Allow PY	-	463	1,249										1,712
9 Charity Care	7,675	12,842	-										20,517
10 Administrative	(746)	114,668	169,442										283,364
11 Policy Discount	11,532	11,940	7,202										30,674
12 Employee Discount	4,711	9,099	3,938										17,748
13 Bad Debts	(59,348)	69,295	45,428										55,375
14 Denials	307,852	190,797	(129,516)										369,133
<b>Total revenue deductions</b>	<b>2,820,085</b>	<b>2,601,437</b>	<b>2,092,654</b>	-	-	-	-	-	-	-	-	-	<b>7,514,176</b>
	0.62	0.56	0.50	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
16 <b>Net Patient Revenue</b>	<b>1,739,580</b>	<b>2,024,413</b>	<b>2,132,239</b>	-	-	-	-	-	-	-	-	-	<b>5,896,232</b>
	38.2%	43.8%	50.5%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	44.0%
17 <b>Other Revenue</b>	<b>7,162</b>	<b>35,245</b>	<b>20,043</b>										<b>62,450</b>
<b>Total Operating Revenue</b>	<b>1,746,742</b>	<b>2,059,658</b>	<b>2,152,282</b>	-	-	-	-	-	-	-	-	-	<b>5,958,682</b>
<b>Expenses</b>													
19 Salaries	800,028	842,003	802,366										2,444,397
20 Employee Benefits	286,721	318,469	300,954										906,144
21 Registry	12,718	-	-										12,718
22 Salaries and Benefits	1,099,467	1,160,472	1,103,320	-	-	-	-	-	-	-	-	-	3,363,259
23 Professional fees	163,392	159,614	149,941										472,948
24 Supplies	130,715	136,046	101,350										368,111
25 Utilities	42,342	42,209	43,009										127,560
26 Repairs and Maintenance	22,461	19,239	35,825										77,525
27 Purchased Services	302,014	346,148	281,012										929,175
28 Insurance	25,762	25,762	25,762										77,286
29 Depreciation	48,568	49,162	58,815										156,545
30 Rental and Leases	46,445	39,979	35,360										121,784
32 Dues and Subscriptions	5,518	5,427	5,725										16,670
33 Other Expense.	36,147	35,255	43,441										114,843
34 <b>Total Expenses</b>	<b>1,922,831</b>	<b>2,019,314</b>	<b>1,883,559</b>	-	-	-	-	-	-	-	-	-	<b>5,825,704</b>
<b>Surplus (Loss) from Operations</b>	<b>(176,089)</b>	<b>40,344</b>	<b>268,723</b>	-	-	-	-	-	-	-	-	-	<b>132,978</b>
<b>Non-Operating Income</b>													
37 Tax Revenue	186,047	186,047	186,047										558,141
38 Other non-operating		10,247	(130)										10,117
Interest Income	1,906	626	30,375										32,907
Interest Expense	(7,717)	(7,902)	(8,002)										(23,621)
39 <b>Total Non-operating</b>	<b>180,236</b>	<b>189,018</b>	<b>208,290</b>	-	-	-	-	-	-	-	-	-	<b>577,544</b>
<b>40 Surplus/(Loss)</b>	<b>4,147</b>	<b>229,362</b>	<b>477,013</b>	-	-	-	-	-	-	-	-	-	<b>710,522</b>

## Units of Service

For the period ending: September 30, 2017

30		Bear Valley Community Hospital						92							
		Current Month								Year-To-Date					
		Sep-17	Sep-16	Actual	-Budget	Act.-Act.			Sep-17	Sep-16	Actual	-Budget	Act.-Act.		
Actual	Budget	Actual	Variance	Var %	Var %			Actual	Budget	Actual	Variance	Var %	Var %		
26	35	24	(9)	-25.7%	8.3%	Med Surg Patient Days		77	116	102	(39)	-33.6%	-24.5%		
30	38	62	(8)	-21.0%	-51.6%	Swing Patient Days		30	126	171	(96)	-76.2%	-82.5%		
586	521	450	65	12.5%	30.2%	SNF Patient Days		1,772	1,607	1,450	165	10.3%	22.2%		
<b>642</b>	<b>594</b>	<b>536</b>	<b>48</b>	<b>8.1%</b>	<b>19.8%</b>	<b>Total Patient Days</b>		<b>1,879</b>	<b>1,849</b>	<b>1,723</b>	<b>30</b>	<b>1.6%</b>	<b>9.1%</b>		
13	15	9	(2)	-13.3%	44.4%	Acute Admissions		37	45	42	(8)	-17.8%	-11.9%		
12	15	8	(3)	-20.0%	50.0%	Acute Discharges		39	45	45	(6)	-13.3%	-13.3%		
2.2	-	3.0	2.2	#DIV/0!	-27.8%	Acute Average Length of Stay		2.0	-	2.3	2.0	#DIV/0!	-12.9%		
0.9	1.2	0.8	(0.3)	-25.7%	8.3%	Acute Average Daily Census		0.8	1	1.1	(0.4)	-33.6%	-24.5%		
20.5	18.6	17.1	1.9	10.2%	20.3%	SNF/Swing Avg Daily Census		19.6	19	17.6	0.8	4.0%	11.2%		
<b>21.4</b>	<b>19.8</b>	<b>17.9</b>	<b>1.6</b>	<b>8.1%</b>	<b>19.8%</b>	<b>Total Avg. Daily Census</b>		<b>20.4</b>	<b>20</b>	<b>18.7</b>	<b>0.3</b>	<b>1.6%</b>	<b>9.1%</b>		
<b>48%</b>	<b>44%</b>	<b>40%</b>	<b>4%</b>	<b>8.1%</b>	<b>19.8%</b>	<b>% Occupancy</b>		<b>45%</b>	<b>45%</b>	<b>42%</b>	<b>1%</b>	<b>1.6%</b>	<b>9.1%</b>		
11	15	7	(4)	-26.7%	57.1%	Emergency Room Admitted		33	45	38	(12)	-26.7%	-13.2%		
837	1,000	888	(163)	-16.3%	-5.7%	Emergency Room Discharged		2,943	3,000	2,950	(57)	-1.9%	-0.2%		
<b>848</b>	<b>836</b>	<b>895</b>	<b>12</b>	<b>1.4%</b>	<b>-5.3%</b>	<b>Emergency Room Total</b>		<b>2,976</b>	<b>2,816</b>	<b>2,988</b>	<b>160</b>	<b>5.7%</b>	<b>-0.4%</b>		
<b>28</b>	<b>28</b>	<b>30</b>	<b>0</b>	<b>1.4%</b>	<b>-5.3%</b>	<b>ER visits per calendar day</b>		<b>32</b>	<b>31</b>	<b>32</b>	<b>2</b>	<b>5.7%</b>	<b>-0.4%</b>		
<b>85%</b>	<b>100%</b>	<b>78%</b>	<b>50%</b>	<b>50.0%</b>	<b>8.8%</b>	<b>% Admits from ER</b>		<b>89%</b>	<b>100%</b>	<b>90%</b>	<b>67%</b>	<b>66.7%</b>	<b>-1.4%</b>		
-	-	-	-	0.0%	#DIV/0!	Surgical Procedures I/P		-	-	-	-	0.0%	#DIV/0!		
18	22	-	(4)	0.0%	#DIV/0!	Surgical Procedures O/P		45	64	13	(19)	-29.7%	246.2%		
<b>18</b>	<b>22</b>	<b>-</b>	<b>(4)</b>	<b>0.0%</b>	<b>#DIV/0!</b>	<b>TOTAL Procedures</b>		<b>45</b>	<b>64</b>	<b>13</b>	<b>(19)</b>	<b>-29.7%</b>	<b>246.2%</b>		
<b>1,060</b>	<b>286</b>	<b>-</b>	<b>774</b>	<b>0.0%</b>	<b>#DIV/0!</b>	<b>Surgical Minutes Total</b>		<b>2,963</b>	<b>876</b>	<b>250</b>	<b>2,087</b>	<b>238.2%</b>	<b>1085.2%</b>		

**Units of Service**  
For the period ending: September 30, 2017

Current Month						Bear Valley Community Hospital			Year-To-Date			
Sep-17		Sep-16	Actual -Budget	Act.-Act.		Sep-17		Sep-16	Actual -Budget	Act.-Act.		
Actual	Budget	Actual	Variance	Var %	Var %	Actual	Budget	Actual	Variance	Var %	Var %	
6,003	5,603	6,149	400	7.1%	-2.4%	Lab Procedures	19,712	17,720	19,446	1,992	11.2%	1.4%
778	641	680	137	21.4%	14.4%	X-Ray Procedures	1,794	2,096	2,314	(302)	-14.4%	-22.5%
270	219	210	51	23.3%	28.6%	C.T. Scan Procedures	788	733	799	55	7.5%	-1.4%
241	195	217	46	23.6%	11.1%	Ultrasound Procedures	720	609	705	111	18.2%	2.1%
79	50	56	29	58.0%	41.1%	Mammography Procedures	229	150	173	79	52.7%	32.4%
285	226	232	59	26.1%	22.8%	EKG Procedures	946	770	784	176	22.9%	20.7%
79	92	103	(13)	-14.1%	-23.3%	Respiratory Procedures	293	266	294	27	10.2%	-0.3%
1,332	1,517	1,553	(185)	-12.2%	-14.2%	Physical Therapy Procedures	3,940	4,493	4,685	(553)	-12.3%	-15.9%
1,788	1,441	1,492	347	24.1%	19.8%	Primary Care Clinic Visits	5,157	4,554	4,540	603	13.2%	13.6%
123	200	-	(77)	0.0%	#DIV/0!	Specialty Clinic Visits	640	600	-	40	0.0%	#DIV/0!
<b>1,911</b>	<b>1,641</b>	<b>1,492</b>	<b>270</b>	<b>16.5%</b>	<b>28.1%</b>	<b>Clinic</b>	<b>5,797</b>	<b>5,154</b>	<b>4,540</b>	<b>643</b>	<b>12.5%</b>	<b>27.7%</b>
<b>74</b>	<b>63</b>	<b>57</b>	<b>10</b>	<b>16.5%</b>	<b>28.1%</b>	<b>Clinic visits per work day</b>	<b>45</b>	<b>40</b>	<b>35</b>	<b>5</b>	<b>12.5%</b>	<b>27.7%</b>
20.1%	20.00%	22.40%	0.10%	0.50%	-10.27%	% Medicare Revenue	19.63%	20.00%	21.27%	-0.37%	-1.83%	-7.68%
42.50%	37.00%	38.10%	5.50%	14.86%	11.55%	% Medi-Cal Revenue	39.97%	37.00%	38.50%	2.97%	8.02%	3.81%
33.30%	38.00%	35.70%	-4.70%	-12.37%	-6.72%	% Insurance Revenue	36.17%	38.00%	36.67%	-1.83%	-4.82%	-1.36%
4.10%	5.00%	3.80%	-0.90%	-18.00%	7.89%	% Self-Pay Revenue	4.23%	5.00%	3.57%	-0.77%	-15.33%	18.69%
144.7	150.00	137.6	(5.3)	-3.6%	5.1%	Productive FTE's	145.24	153.33	141.2	(8.1)	-5.3%	2.9%
163.8	168.00	158.9	(4.2)	-2.5%	3.1%	Total FTE's	164.52	172.00	159.8	(7.5)	-4.3%	3.0%

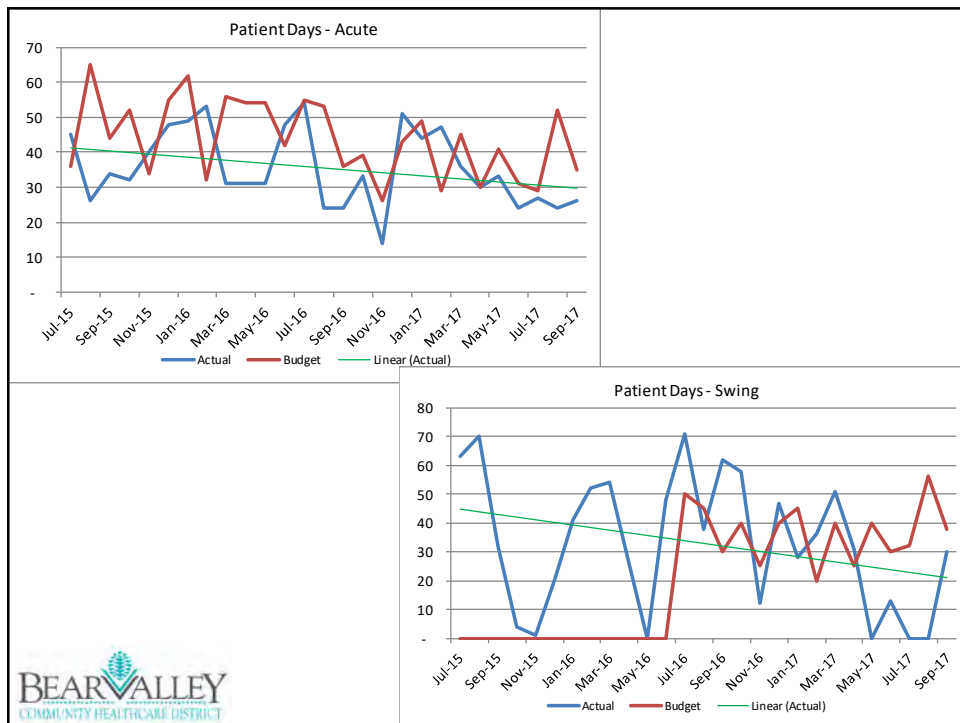
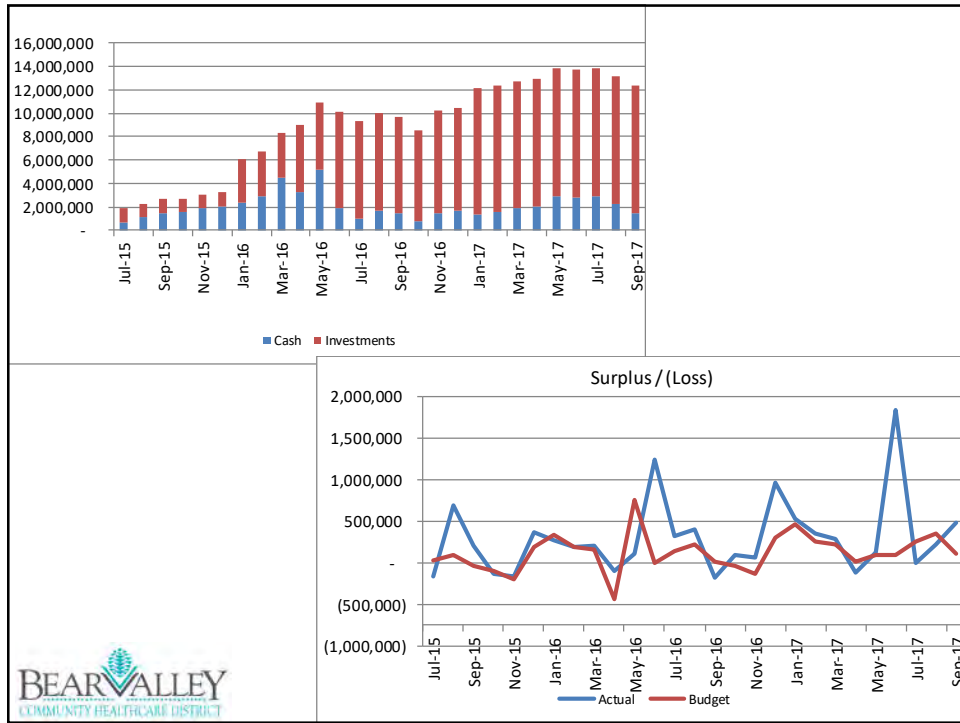


Finance Report  
September 2017 Results

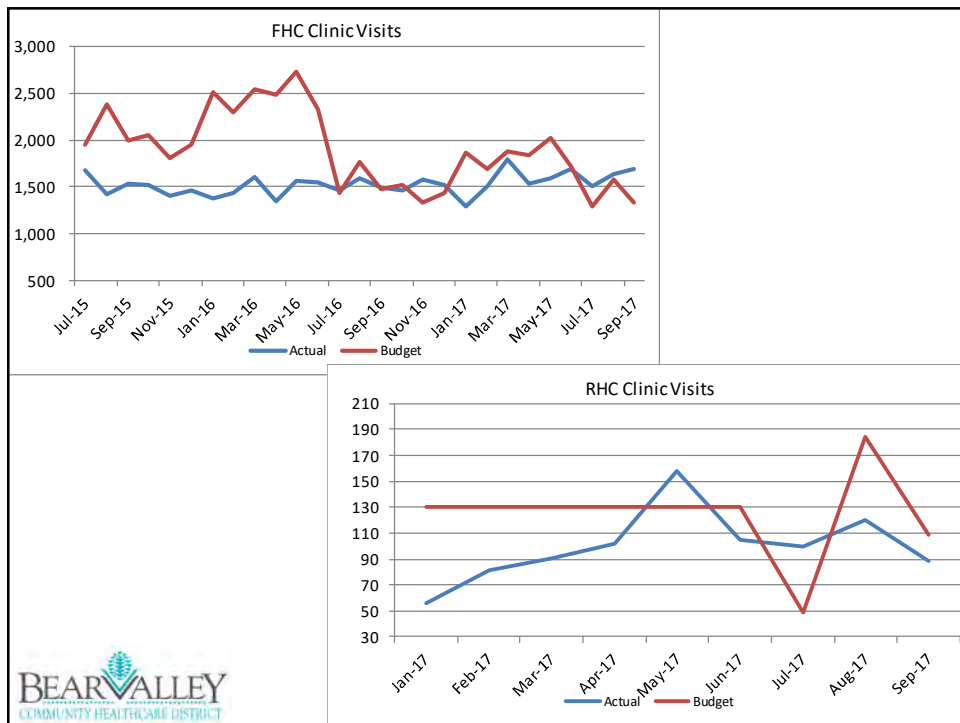
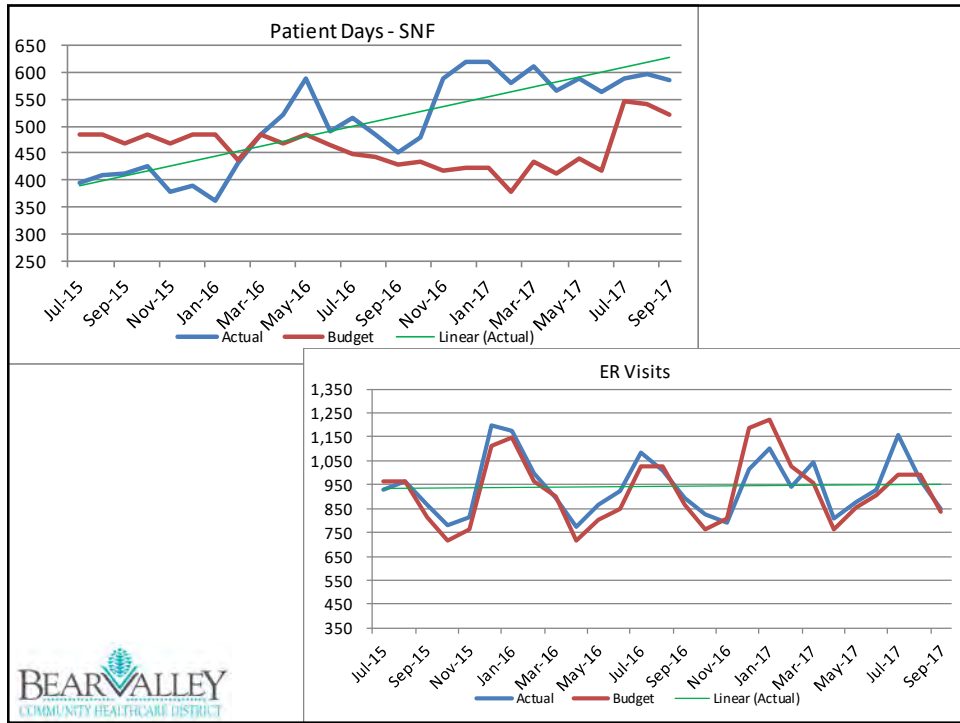
Summary for September 2017

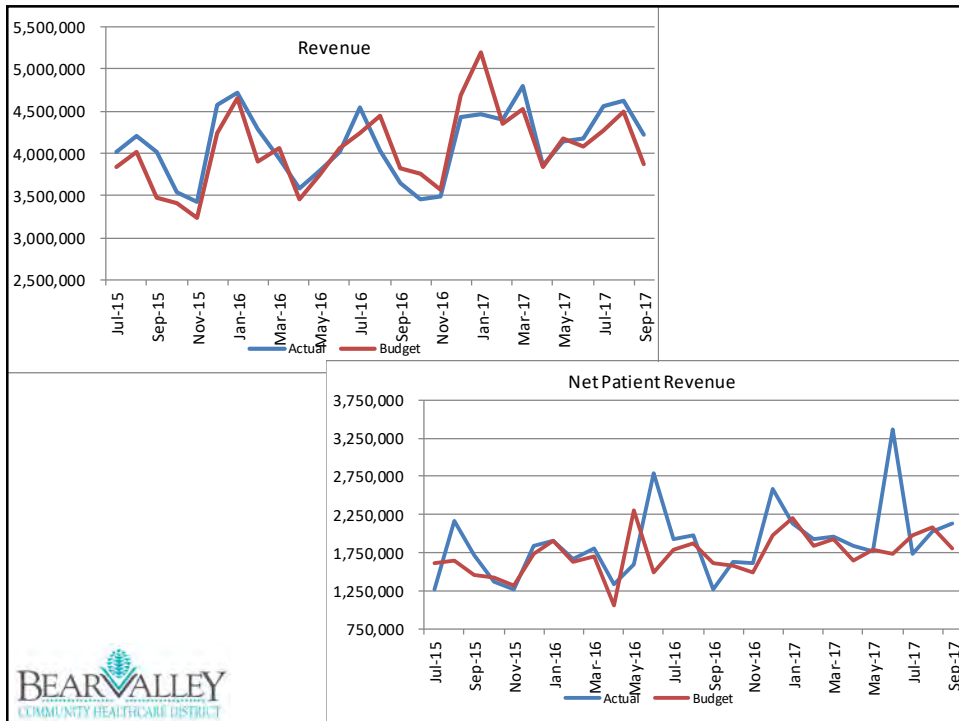
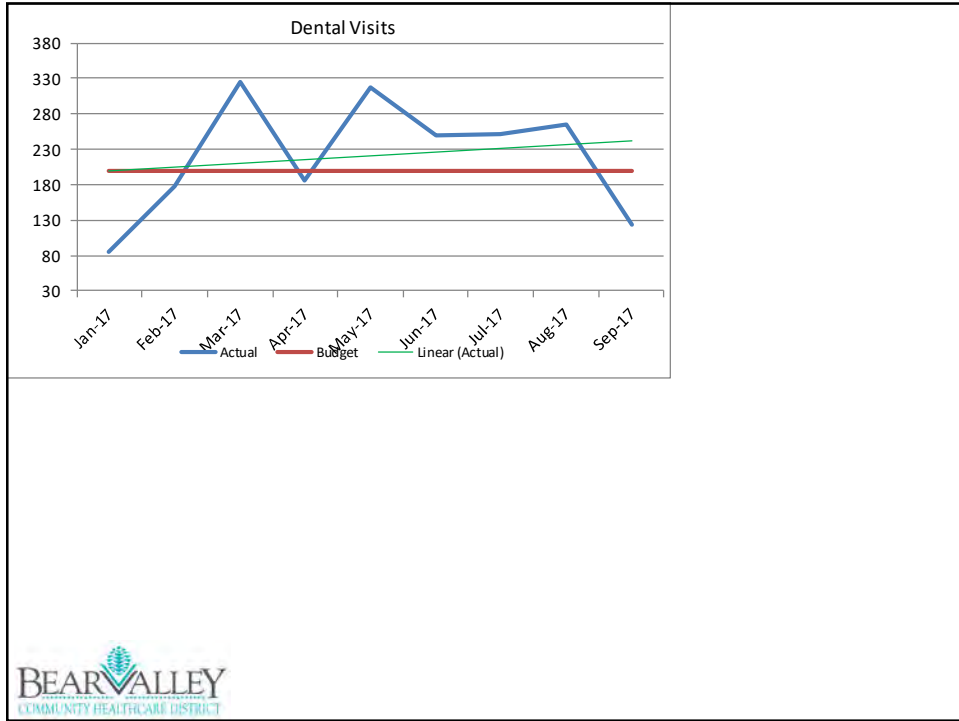
- Cash on Hand - \$1,483,027  
Investments - \$10,921,640
- Days Cash on hand, including investments with LAIF – 201
- Surplus of \$477,013 for the month compared to budgeted surplus of \$103,584.
- Total Patient Revenue over Budget by 8.9% for the month
- Net Revenue was 16.1% more than budget.
- Total Expenses 2.7% lower than budget

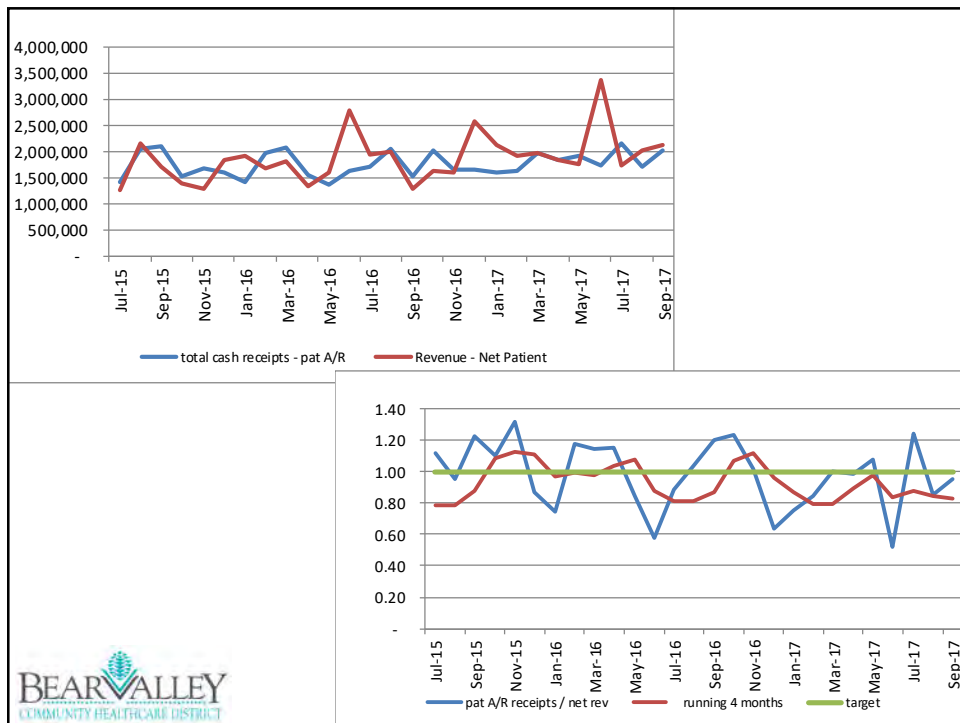
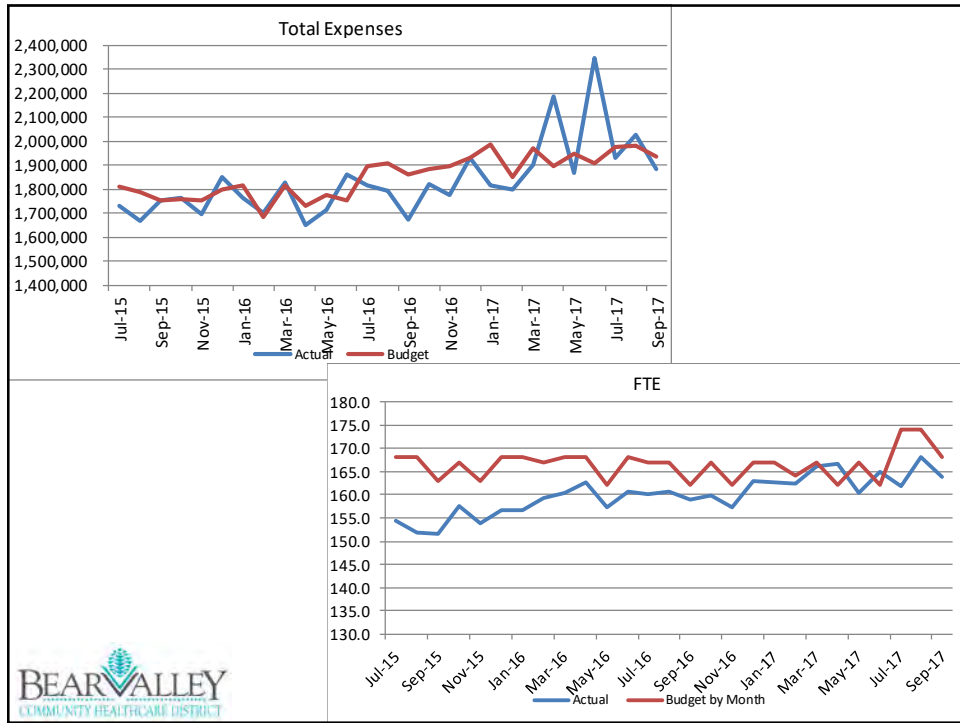


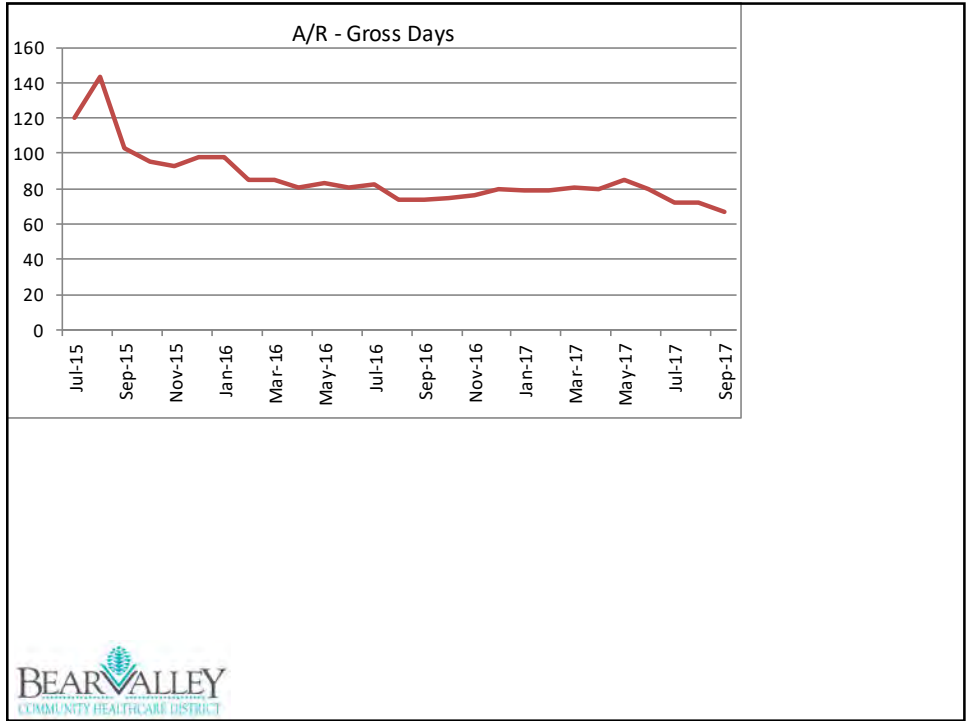














## **September 2017 Financial Results**

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

Total Patient Revenue of \$4,224,893 was over budget by 8.9%. Inpatient revenue was again under budget, but we did have 30 Swing patient days where we have had none the past 2 months. Outpatient revenue was 24.9% over budget. Statistics in Laboratory, X-Ray, Mammography CT, and Ultrasound were all over budget for the month. Clinic revenue was 60.2% over budget. Emergency Room revenue was 2.4% more than budget with visits 1.4% over budget. Skilled nursing Census continues to run ahead of budget. Skilled nursing revenue was 8.6% over budget for the month.

Deductions from Revenue of \$2,092,654 were 0.7% higher than budget.

Total operating Revenue of \$2,152,282 was 16.1% more budget.

Total Operating Expenses of \$1,883,559 were lower than budget by 2.7%.

Our surplus for the month of September 2017 was \$477,013. This is significantly more than our budgeted Surplus of \$103,584 for the month.

Our Operating Cash and Investments total \$12,404,667. Total Days Cash on hand are 201. We have paid out funds toward IGT (Inter-Government Transfers) which will come back to us and have continued to make payment for Capital Projects.

### **Key Statistics**

Both Inpatient and Swing Patient days were under budget for the month. We did have Swing patient days in September.

SNF days totaled 586, an Average Daily Census of 19.5. Budget for the month was an ADC of 17.4

Emergency Room visits totaled 848 for the month – 1.4% higher than budget.

### **Through the 1<sup>st</sup> three months of our Fiscal Year . . .**

Patient revenue is 6.0% ahead of budget, total revenue deductions are 10.9% more than budget, total expenses are 0.8% lower than budget, and our surplus of \$710,522 is 0.8% lower than budget.

Acute and Swing patient days are less than half the number budgeted. SNF days are 10% over budget. ER Visits are 5.7% over budget. FTE are running 5.5 lower than budget.

**Bear Valley Community Healthcare District**  
**Financial Statements September 31, 2017**

**Financial Highlights—Hospital**  
**STATEMENT OF OPERATIONS**

	A	B	C	D	E	F	G	H	I	J
	Current Month					Year-to-Date				
	FY 16/17	FY 17/18		VARIANCE		FY 16/17	FY 17/18		VARIANCE	
	Actual	Actual	Budget	Amount	%	Actual	Actual	Budget	Amount	%
1 Total patient revenue	3,645,268	4,224,893	3,880,131	344,762	8.9%	12,222,757	13,410,408	12,650,394	760,014	6.0%
2 Total revenue deductions	2,372,205	2,092,654	2,077,294	15,360	0.7%	7,033,149	7,514,176	6,772,603	741,573	10.9%
3 % Deductions	65%	50%	54%			58%	56%	54%		
4 Net Patient Revenue	1,273,063	2,132,239	1,802,837	329,402	18.3%	5,189,608	5,896,232	5,877,791	18,441	0.3%
5 % Net to Gross	35%	50%	46%			42%	44%	46%		
6 Other Revenue	23,084	20,043	51,584	(31,541)	-61.1%	38,371	62,450	155,546	(93,096)	-59.9%
<b>7 Total Operating Revenue</b>	<b>1,296,147</b>	<b>2,152,282</b>	<b>1,854,421</b>	<b>297,861</b>	<b>16.1%</b>	<b>5,227,979</b>	<b>5,958,682</b>	<b>6,033,337</b>	<b>(74,655)</b>	<b>-1.2%</b>
8 Total Expenses	1,661,593	1,883,559	1,936,584	(53,025)	-2.7%	5,252,369	5,825,704	5,874,292	(48,588)	-0.8%
9 % Expenses	46%	45%	50%			43%	43%	46%		
10 Surplus (Loss) from Operations	(365,446)	268,723	(82,163)	350,886	427.1%	(24,390)	132,978	159,045	(26,067)	16.4%
11 % Operating margin	-10%	6%	-2%			0%	1%	1%		
12 Total Non-operating	187,526	208,290	185,747	22,543	12.1%	568,907	577,544	557,241	20,303	3.6%
13 Surplus/(Loss)	(177,920)	477,013	103,584	373,429	-360.5%	544,517	710,522	716,286	(5,764)	0.8%
14 % Total margin	-5%	11%	3%			4%	5%	6%		

**BALANCE SHEET**

	A	B	C	D	E
	September	September	August	VARIANCE	
	FY 16/17	FY 17/18	FY 17/18	Amount	%
15 Gross Accounts Receivables	10,392,592	9,817,444	10,527,560	(710,116)	-6.7%
16 Net Accounts Receivables	3,474,189	4,001,787	4,151,968	(150,181)	-3.6%
17 % Net AR to Gross AR	33%	41%	39%		
18 Days Gross AR	74	67	73	(5)	-7.0%
19 Cash Collections	1,532,443	2,025,147	1,716,383	308,764	18.0%
21 Investments	8,277,960	10,921,640	10,894,184	27,456	0.3%
22 Cash on hand	1,595,276	1,483,027	2,292,426	(809,399)	-35.3%
23 Total Cash & Invest	9,873,236	12,404,667	13,186,610	(781,943)	-5.9%
24 Days Cash & Invest	177	201	212	(11)	-5.0%
Total Cash and Investments	9,873,236	12,404,667			
Increase Current Year vs. Prior Year		2,531,431			

**Bear Valley Community Healthcare District**  
**Financial Statements September 31, 2017**

**Statement of Operations**

	Current Month					Year-to-Date				
	A	B	C	D	E	F	G	H	I	J
	FY 15/16	FY 16/17		VARIANCE		FY 15/16	FY 16/17		VARIANCE	
Actual	Actual	Budget	Amount	%	Actual	Actual	Budget	Amount	%	
<b>Gross Patient Revenue</b>										
1 Inpatient	218,383	150,843	221,871	(71,028)	-32.0%	714,213	345,144	729,981	(384,837)	-52.7%
2 Outpatient	841,584	1,063,953	852,152	211,801	24.9%	2,697,465	3,138,856	2,693,152	445,704	16.5%
3 Clinic Revenue	182,215	339,870	212,145	127,725	60.2%	563,253	1,057,365	666,123	391,242	58.7%
4 Emergency Room	2,203,280	2,407,574	2,352,114	55,460	2.4%	7,602,202	8,079,110	7,818,876	260,234	3.3%
5 Skilled Nursing Facility	199,806	262,653	241,849	20,804	8.6%	645,624	789,933	742,262	47,671	6.4%
<b>6 Total patient revenue</b>	<b>3,645,268</b>	<b>4,224,893</b>	<b>3,880,131</b>	<b>344,762</b>	<b>8.9%</b>	<b>12,222,757</b>	<b>13,410,408</b>	<b>12,650,394</b>	<b>760,014</b>	<b>6.0%</b>
<b>Revenue Deductions</b>										
7 Contractual Allow	2,088,693	1,994,911	1,901,515	93,396	4.9%	5,871,397	6,735,653	6,199,511	536,142	8.6%
8 Contractual Allow PY	12	1,249	-	1,249	#DIV/0!	(13,036)	1,712	-	1,712	#DIV/0!
9 Charity Care	12,765	-	8,310	(8,310)	-100.0%	46,025	20,517	27,092	(6,575)	-24.3%
10 Administrative	610	169,442	7,281	162,161	2227.2%	9,855	283,364	23,739	259,625	1093.7%
11 Policy Discount	4,191	7,202	5,931	1,271	21.4%	18,376	30,674	19,337	11,337	58.6%
12 Employee Discount	1,123	3,938	3,227	711	22.0%	8,128	17,748	10,520	7,228	68.7%
13 Bad Debts	158,501	45,428	151,030	(105,602)	-69.9%	552,233	55,375	492,404	(437,029)	-88.8%
14 Denials	266,959	(129,516)	-	(129,516)	#DIV/0!	540,171	369,133	-	369,133	#DIV/0!
<b>15 Total revenue deductions</b>	<b>2,372,205</b>	<b>2,092,654</b>	<b>2,077,294</b>	<b>15,360</b>	<b>0.7%</b>	<b>7,033,149</b>	<b>7,514,176</b>	<b>6,772,603</b>	<b>741,573</b>	<b>10.9%</b>
<b>16 Net Patient Revenue</b>	<b>1,273,063</b>	<b>2,132,239</b>	<b>1,802,837</b>	<b>329,402</b>	<b>18.3%</b>	<b>5,189,608</b>	<b>5,896,232</b>	<b>5,877,791</b>	<b>18,441</b>	<b>0.3%</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%	
<b>17 Other Revenue</b>	<b>23,084</b>	<b>20,043</b>	<b>51,584</b>	<b>(31,541)</b>	<b>-61.1%</b>	<b>38,371</b>	<b>62,450</b>	<b>155,546</b>	<b>(93,096)</b>	<b>-59.9%</b>
<b>18 Total Operating Revenue</b>	<b>1,296,147</b>	<b>2,152,282</b>	<b>1,854,421</b>	<b>297,861</b>	<b>16.1%</b>	<b>5,227,979</b>	<b>5,958,682</b>	<b>6,033,337</b>	<b>(74,655)</b>	<b>-1.2%</b>
<b>Expenses</b>										
19 Salaries	698,588	802,366	798,899	3,467	0.4%	2,245,255	2,444,397	2,450,345	(5,948)	-0.2%
20 Employee Benefits	250,886	300,954	330,502	(29,548)	-8.9%	826,371	906,144	968,871	(62,727)	-6.5%
21 Registry	11,565	-	-	-	#DIV/0!	33,285	12,718	-	12,718	#DIV/0!
<b>22 Salaries and Benefits</b>	<b>961,039</b>	<b>1,103,320</b>	<b>1,129,401</b>	<b>(26,081)</b>	<b>-2.3%</b>	<b>3,104,911</b>	<b>3,363,259</b>	<b>3,419,216</b>	<b>(55,957)</b>	<b>-1.6%</b>
23 Professional fees	124,232	149,941	154,007	(4,066)	-2.6%	385,292	472,948	466,791	6,157	1.3%
24 Supplies	119,626	101,350	119,647	(18,297)	-15.3%	385,193	368,111	377,096	(8,985)	-2.4%
25 Utilities	43,908	43,009	45,753	(2,744)	-6.0%	133,351	127,560	137,882	(10,322)	-7.5%
26 Repairs and Maintenance	27,369	35,825	22,565	13,260	58.8%	60,436	77,525	67,901	9,624	14.2%
27 Purchased Services	250,474	281,012	290,479	(9,467)	-3.3%	779,294	929,175	880,693	48,482	5.5%
28 Insurance	25,014	25,762	25,917	(155)	-0.6%	75,042	77,286	77,751	(465)	-0.6%
29 Depreciation	44,325	58,815	75,000	(16,185)	-21.6%	132,975	156,545	225,000	(68,455)	-30.4%
30 Rental and Leases	18,079	35,360	16,297	19,063	117.0%	54,473	121,784	48,891	72,893	149.1%
32 Dues and Subscriptions	4,410	5,725	5,046	679	13.4%	12,905	16,670	15,136	1,534	10.1%
33 Other Expense.	43,117	43,441	52,472	(9,031)	-17.2%	128,497	114,843	157,935	(43,092)	-27.3%
<b>34 Total Expenses</b>	<b>1,661,593</b>	<b>1,883,559</b>	<b>1,936,584</b>	<b>(53,025)</b>	<b>-2.7%</b>	<b>5,252,369</b>	<b>5,825,704</b>	<b>5,874,292</b>	<b>(48,588)</b>	<b>-0.8%</b>
<b>35 Surplus (Loss) from Operations</b>	<b>(365,446)</b>	<b>268,723</b>	<b>(82,163)</b>	<b>350,886</b>	<b>427.1%</b>	<b>(24,390)</b>	<b>132,978</b>	<b>159,045</b>	<b>(26,067)</b>	<b>16.4%</b>
<b>36 Non-Operating Income</b>										
37 Tax Revenue	189,917	186,047	186,047	-	0.0%	569,751	558,141	558,141	-	0.0%
38 Other non-operating	4,401	(130)	3,283	(3,413)	-104.0%	12,777	10,117	9,849	268	2.7%
Interest Income	790	30,375	4,167	26,208	628.9%	9,749	32,907	12,501	20,406	163.2%
Interest Expense	(7,582)	(8,002)	(7,750)	(252)	3.3%	(23,370)	(23,621)	(23,250)	(371)	1.6%
<b>39 Total Non-operating</b>	<b>187,526</b>	<b>208,290</b>	<b>185,747</b>	<b>22,543</b>	<b>12.1%</b>	<b>568,907</b>	<b>577,544</b>	<b>557,241</b>	<b>20,303</b>	<b>3.6%</b>
<b>BVCHD September 2017 Financial Report 9 of 14</b>	<b>(177,920)</b>	<b>477,013</b>	<b>103,584</b>	<b>373,429</b>	<b>-360.5%</b>	<b>544,517</b>	<b>710,522</b>	<b>716,286</b>	<b>(5,764)</b>	<b>0.8%</b>

**2017-18 Actual BS**

**BALANCE SHEET**

(Reflects 6/30/17 Y/E audit adjustments)

	PY BS			
	July	Aug	Sept	June
<b>ASSETS:</b>				
<b>Current Assets</b>				
Cash and Cash Equivalents (Includes CD's)	2,926,360	2,290,992	1,483,027	2,858,405
Gross Patient Accounts Receivable	10,084,033	10,529,969	9,819,853	10,749,524
Less: Reserves for Allowances & Bad Debt	6,481,129	6,632,089	5,818,066	6,824,943
Net Patient Accounts Receivable	3,602,904	3,897,880	4,001,787	3,924,581
Tax Revenue Receivable	2,232,569	2,232,569	2,232,569	56,787
Other Receivables	88,537	55,474	750,144	107,830
Inventories	217,948	220,580	221,025	212,805
Prepaid Expenses	330,877	339,259	336,340	192,216
Due From Third Party Payers	0			
Due From Affiliates/Related Organizations	0			
Other Current Assets	0			
Total Current Assets	9,399,195	9,036,754	9,024,893	7,352,624
<b>Assets Whose Use is Limited</b>				
Investments	10,894,184	10,894,184	10,921,640	10,894,184
Other Limited Use Assets	144,375	144,375	144,375	144,375
Total Limited Use Assets	11,038,559	11,038,559	11,066,015	11,038,559
<b>Property, Plant, and Equipment</b>				
Land and Land Improvements	547,472	570,615	570,615	547,472
Building and Building Improvements	9,657,088	9,659,388	9,686,383	9,657,088
Equipment	9,625,066	9,694,652	10,189,492	9,614,476
Construction In Progress	1,058,659	1,101,848	753,103	532,158
Capitalized Interest	0			
Gross Property, Plant, and Equipment	20,888,285	21,026,502	21,199,592	20,351,194
Less: Accumulated Depreciation	12,764,979	12,814,141	12,872,956	12,716,411
Net Property, Plant, and Equipment	8,123,306	8,212,362	8,326,636	7,634,783
TOTAL UNRESTRICTED ASSETS	28,561,060	28,287,674	28,417,544	26,025,966
Restricted Assets	0	0	0	0
TOTAL ASSETS	28,561,060	28,287,674	28,417,544	26,025,966



**2017-18 Actual BS**

**BALANCE SHEET**

(Reflects 6/30/17 Y/E audit adjustments)

LIABILITIES:

Current Liabilities

	July	Aug	Sept	PY BS June
Accounts Payable	1,382,046	985,885	792,559	1,055,031
Notes and Loans Payable				
Accrued Payroll	775,117	846,351	884,291	684,799
Patient Refunds Payable				
Due to Third Party Payers (Settlements)	709,007	709,470	695,980	649,537
Advances From Third Party Payers				
Current Portion of Def Rev - Txn,	2,046,518	1,860,471	1,674,424	-4
Current Portion - LT Debt	35,000	35,000	35,000	35,000
Current Portion of AB915				
Other Current Liabilities (Accrued Interest & Accrued Other)	15,243	23,005	30,785	7,621
<b>Total Current Liabilities</b>	<b>4,962,931</b>	<b>4,460,183</b>	<b>4,113,039</b>	<b>2,431,984</b>

Long Term Debt

USDA Loan	2,930,000	2,930,000	2,930,000	2,965,000
Leases Payable	0	0	0	0
Less: Current Portion Of Long Term Debt	35,000	35,000	35,000	35,000
<b>Total Long Term Debt (Net of Current)</b>	<b>2,930,000</b>	<b>2,930,000</b>	<b>2,930,000</b>	<b>2,930,000</b>

Other Long Term Liabilities

Deferred Revenue	0	0	0	0
Other	0	0	0	0
<b>Total Other Long Term Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**TOTAL LIABILITIES** 7,892,931 7,390,183 7,043,039 5,361,984

Fund Balance

Unrestricted Fund Balance	20,663,982	20,663,983	20,663,982	16,251,126
Temporarily Restricted Fund Balance	0	0		
Equity Transfer from FRHG	0	0		
Net Revenue/(Expenses)	4,147	233,510	710,523	4,412,856
<b>TOTAL FUND BALANCE</b>	<b>20,668,129</b>	<b>20,897,491</b>	<b>21,374,505</b>	<b>20,663,982</b>

**TOTAL LIABILITIES & FUND BALANCE** 28,561,060 28,287,674 28,417,544 26,025,966

**Bear Valley Community Healthcare District  
Financial Statements**

**Current Year Trending Statement of Operations**

**A Statement of Operations—CURRENT YEAR 2018**

	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	95,787	98,514	150,843										345,144
2 Outpatient	868,939	1,205,964	1,063,953										3,138,856
3 Clinic	347,893	369,602	339,870										1,057,365
4 Emergency Room	2,985,253	2,686,283	2,407,574										8,079,110
5 Skilled Nursing Facility	261,793	265,487	262,653										789,933
6 <b>Total patient revenue</b>	<b>4,559,665</b>	<b>4,625,850</b>	<b>4,224,893</b>	-	-	-	-	-	-	-	-	-	<b>13,410,408</b>
<b>Revenue Deductions</b>	C/A 0.56	0.47	0.47	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0.50
7 Contractual Allow	2,548,409	2,192,333	1,994,911										6,735,653
8 Contractual Allow PY	-	463	1,249										1,712
9 Charity Care	7,675	12,842	-										20,517
10 Administrative	(746)	114,668	169,442										283,364
11 Policy Discount	11,532	11,940	7,202										30,674
12 Employee Discount	4,711	9,099	3,938										17,748
13 Bad Debts	(59,348)	69,295	45,428										55,375
14 Denials	307,852	190,797	(129,516)										369,133
<b>Total revenue deductions</b>	<b>2,820,085</b>	<b>2,601,437</b>	<b>2,092,654</b>	-	-	-	-	-	-	-	-	-	<b>7,514,176</b>
	0.62	0.56	0.50	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
16 <b>Net Patient Revenue</b>	<b>1,739,580</b>	<b>2,024,413</b>	<b>2,132,239</b>	-	-	-	-	-	-	-	-	-	<b>5,896,232</b>
	38.2%	43.8%	50.5%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	44.0%
17 <b>Other Revenue</b>	<b>7,162</b>	<b>35,245</b>	<b>20,043</b>										<b>62,450</b>
<b>Total Operating Revenue</b>	<b>1,746,742</b>	<b>2,059,658</b>	<b>2,152,282</b>	-	-	-	-	-	-	-	-	-	<b>5,958,682</b>
<b>Expenses</b>													
19 Salaries	800,028	842,003	802,366										2,444,397
20 Employee Benefits	286,721	318,469	300,954										906,144
21 Registry	12,718	-	-										12,718
22 Salaries and Benefits	1,099,467	1,160,472	1,103,320	-	-	-	-	-	-	-	-	-	3,363,259
23 Professional fees	163,392	159,614	149,941										472,948
24 Supplies	130,715	136,046	101,350										368,111
25 Utilities	42,342	42,209	43,009										127,560
26 Repairs and Maintenance	22,461	19,239	35,825										77,525
27 Purchased Services	302,014	346,148	281,012										929,175
28 Insurance	25,762	25,762	25,762										77,286
29 Depreciation	48,568	49,162	58,815										156,545
30 Rental and Leases	46,445	39,979	35,360										121,784
32 Dues and Subscriptions	5,518	5,427	5,725										16,670
33 Other Expense.	36,147	35,255	43,441										114,843
34 <b>Total Expenses</b>	<b>1,922,831</b>	<b>2,019,314</b>	<b>1,883,559</b>	-	-	-	-	-	-	-	-	-	<b>5,825,704</b>
<b>Surplus (Loss) from Operations</b>	<b>(176,089)</b>	<b>40,344</b>	<b>268,723</b>	-	-	-	-	-	-	-	-	-	<b>132,978</b>
<b>Non-Operating Income</b>													
37 Tax Revenue	186,047	186,047	186,047										558,141
38 Other non-operating		10,247	(130)										10,117
Interest Income	1,906	626	30,375										32,907
Interest Expense	(7,717)	(7,902)	(8,002)										(23,621)
39 <b>Total Non-operating</b>	<b>180,236</b>	<b>189,018</b>	<b>208,290</b>	-	-	-	-	-	-	-	-	-	<b>577,544</b>
<b>40 Surplus/(Loss)</b>	<b>4,147</b>	<b>229,362</b>	<b>477,013</b>	-	-	-	-	-	-	-	-	-	<b>710,522</b>

## Units of Service

For the period ending: September 30, 2017

Current Month						Year-To-Date						
Sep-17						Sep-16						
Actual	Budget	Actual	-Budget	Var %	Act.-Act.	Actual	Budget	Actual	-Budget	Var %	Act.-Act.	
			Variance		Var %				Variance		Var %	
30						92						
<b>Bear Valley Community Hospital</b>												
26	35	24	(9)	-25.7%	8.3%	Med Surg Patient Days	77	116	102	(39)	-33.6%	-24.5%
30	38	62	(8)	-21.0%	-51.6%	Swing Patient Days	30	126	171	(96)	-76.2%	-82.5%
586	521	450	65	12.5%	30.2%	SNF Patient Days	1,772	1,607	1,450	165	10.3%	22.2%
<b>642</b>	<b>594</b>	<b>536</b>	<b>48</b>	<b>8.1%</b>	<b>19.8%</b>	<b>Total Patient Days</b>	<b>1,879</b>	<b>1,849</b>	<b>1,723</b>	<b>30</b>	<b>1.6%</b>	<b>9.1%</b>
13	15	9	(2)	-13.3%	44.4%	Acute Admissions	37	45	42	(8)	-17.8%	-11.9%
12	15	8	(3)	-20.0%	50.0%	Acute Discharges	39	45	45	(6)	-13.3%	-13.3%
2.2	-	3.0	2.2	#DIV/0!	-27.8%	Acute Average Length of Stay	2.0	-	2.3	2.0	#DIV/0!	-12.9%
0.9	1.2	0.8	(0.3)	-25.7%	8.3%	Acute Average Daily Census	0.8	1	1.1	(0.4)	-33.6%	-24.5%
20.5	18.6	17.1	1.9	10.2%	20.3%	SNF/Swing Avg Daily Census	19.6	19	17.6	0.8	4.0%	11.2%
<b>21.4</b>	<b>19.8</b>	<b>17.9</b>	<b>1.6</b>	<b>8.1%</b>	<b>19.8%</b>	<b>Total Avg. Daily Census</b>	<b>20.4</b>	<b>20</b>	<b>18.7</b>	<b>0.3</b>	<b>1.6%</b>	<b>9.1%</b>
<b>48%</b>	<b>44%</b>	<b>40%</b>	<b>4%</b>	<b>8.1%</b>	<b>19.8%</b>	<b>% Occupancy</b>	<b>45%</b>	<b>45%</b>	<b>42%</b>	<b>1%</b>	<b>1.6%</b>	<b>9.1%</b>
11	15	7	(4)	-26.7%	57.1%	Emergency Room Admitted	33	45	38	(12)	-26.7%	-13.2%
837	1,000	888	(163)	-16.3%	-5.7%	Emergency Room Discharged	2,943	3,000	2,950	(57)	-1.9%	-0.2%
<b>848</b>	<b>836</b>	<b>895</b>	<b>12</b>	<b>1.4%</b>	<b>-5.3%</b>	<b>Emergency Room Total</b>	<b>2,976</b>	<b>2,816</b>	<b>2,988</b>	<b>160</b>	<b>5.7%</b>	<b>-0.4%</b>
<b>28</b>	<b>28</b>	<b>30</b>	<b>0</b>	<b>1.4%</b>	<b>-5.3%</b>	<b>ER visits per calendar day</b>	<b>32</b>	<b>31</b>	<b>32</b>	<b>2</b>	<b>5.7%</b>	<b>-0.4%</b>
<b>85%</b>	<b>100%</b>	<b>78%</b>	<b>50%</b>	<b>50.0%</b>	<b>8.8%</b>	<b>% Admits from ER</b>	<b>89%</b>	<b>100%</b>	<b>90%</b>	<b>67%</b>	<b>66.7%</b>	<b>-1.4%</b>
-	-	-	-	0.0%	#DIV/0!	Surgical Procedures I/P	-	-	-	-	0.0%	#DIV/0!
18	22	-	(4)	0.0%	#DIV/0!	Surgical Procedures O/P	45	64	13	(19)	-29.7%	246.2%
<b>18</b>	<b>22</b>	<b>-</b>	<b>(4)</b>	<b>0.0%</b>	<b>#DIV/0!</b>	<b>TOTAL Procedures</b>	<b>45</b>	<b>64</b>	<b>13</b>	<b>(19)</b>	<b>-29.7%</b>	<b>246.2%</b>
<b>1,060</b>	<b>286</b>	<b>-</b>	<b>774</b>	<b>0.0%</b>	<b>#DIV/0!</b>	<b>Surgical Minutes Total</b>	<b>2,963</b>	<b>876</b>	<b>250</b>	<b>2,087</b>	<b>238.2%</b>	<b>1085.2%</b>

**Units of Service**  
For the period ending: September 30, 2017

Current Month						Bear Valley Community Hospital			Year-To-Date			
Sep-17		Sep-16	Actual -Budget	Act.-Act.		Sep-17		Sep-16	Actual -Budget	Act.-Act.		
Actual	Budget	Actual	Variance	Var %	Var %	Actual	Budget	Actual	Variance	Var %	Var %	
6,003	5,603	6,149	400	7.1%	-2.4%	Lab Procedures	19,712	17,720	19,446	1,992	11.2%	1.4%
778	641	680	137	21.4%	14.4%	X-Ray Procedures	1,794	2,096	2,314	(302)	-14.4%	-22.5%
270	219	210	51	23.3%	28.6%	C.T. Scan Procedures	788	733	799	55	7.5%	-1.4%
241	195	217	46	23.6%	11.1%	Ultrasound Procedures	720	609	705	111	18.2%	2.1%
79	50	56	29	58.0%	41.1%	Mammography Procedures	229	150	173	79	52.7%	32.4%
285	226	232	59	26.1%	22.8%	EKG Procedures	946	770	784	176	22.9%	20.7%
79	92	103	(13)	-14.1%	-23.3%	Respiratory Procedures	293	266	294	27	10.2%	-0.3%
1,332	1,517	1,553	(185)	-12.2%	-14.2%	Physical Therapy Procedures	3,940	4,493	4,685	(553)	-12.3%	-15.9%
1,788	1,441	1,492	347	24.1%	19.8%	Primary Care Clinic Visits	5,157	4,554	4,540	603	13.2%	13.6%
123	200	-	(77)	0.0%	#DIV/0!	Specialty Clinic Visits	640	600	-	40	0.0%	#DIV/0!
<b>1,911</b>	<b>1,641</b>	<b>1,492</b>	<b>270</b>	<b>16.5%</b>	<b>28.1%</b>	<b>Clinic</b>	<b>5,797</b>	<b>5,154</b>	<b>4,540</b>	<b>643</b>	<b>12.5%</b>	<b>27.7%</b>
<b>74</b>	<b>63</b>	<b>57</b>	<b>10</b>	<b>16.5%</b>	<b>28.1%</b>	<b>Clinic visits per work day</b>	<b>45</b>	<b>40</b>	<b>35</b>	<b>5</b>	<b>12.5%</b>	<b>27.7%</b>
20.1%	20.00%	22.40%	0.10%	0.50%	-10.27%	% Medicare Revenue	19.63%	20.00%	21.27%	-0.37%	-1.83%	-7.68%
42.50%	37.00%	38.10%	5.50%	14.86%	11.55%	% Medi-Cal Revenue	39.97%	37.00%	38.50%	2.97%	8.02%	3.81%
33.30%	38.00%	35.70%	-4.70%	-12.37%	-6.72%	% Insurance Revenue	36.17%	38.00%	36.67%	-1.83%	-4.82%	-1.36%
4.10%	5.00%	3.80%	-0.90%	-18.00%	7.89%	% Self-Pay Revenue	4.23%	5.00%	3.57%	-0.77%	-15.33%	18.69%
144.7	150.00	137.6	(5.3)	-3.6%	5.1%	Productive FTE's	145.24	153.33	141.2	(8.1)	-5.3%	2.9%
163.8	168.00	158.9	(4.2)	-2.5%	3.1%	Total FTE's	164.52	172.00	159.8	(7.5)	-4.3%	3.0%