

PUBLIC NOTICE

Finance and Management Committee

Wednesday, August 28, 2013

7:30 a.m. – 9:00 a.m.

Location: Alameda Hospital (Dal Cielo Conference Room)
2070 Clinton Avenue, Alameda, CA 94501
Office of the Clerk: (510) 814-4001

Members of the public who wish to comment on agenda items will be given an opportunity before or during the consideration of each agenda item. Those wishing to comment must complete a speaker card indicating the agenda item that they wish to address.

This is being noticed as a Board Meeting as a quorum of Directors may be present. Ex-officio members and non-committee members cannot vote on any item, whether or not a quorum of the Board is present.

- | | | |
|------|---|---------------------|
| I. | Call To Order | Robert Deutsch, MD |
| II. | Action Items | |
| | A. Acceptance of July 31, 2013 Minutes
[enclosure] | Robert Deutsch, MD |
| | B. Recommendation to Accept July 2013 Unaudited Financial Statements
[enclosure] | Kerry Easthope |
| III. | Chief Financial Officer Report | Kerry Easthope |
| | A. Core Staffing / Reduction of Premium Time | |
| | • Mary Bond, RN, Executive Director of Nursing and Clinical Services | |
| | • Richard Espinoza, Director of Long Term Care Operations | |
| IV. | Chief Executive Officer Report | Deborah E. Stebbins |
| | A. Affiliation Updates | |
| V. | Board / Committee / Staff Comments | |
| VI. | Adjournment | |

NEXT MEETING: Wednesday, September 25, 2013

Finance and Management Committee Minutes

July 31, 2013

Members Present: (Voting)	Robert Deutsch, MD Lynn Bratchett, RN	Ann Evans Emmons Collins, MD	
Management Present:	Deborah E. Stebbins Kerry J. Easthope	Mary Bond, RN Karen Taylor, RN	Richard Espinoza Katy Silverman
Ex Officio/Guests:	N/A		
Absent:	William Sellman, MD, Ed Kofman		
Submitted by:	Kristen Thorson, District Clerk		

TOPIC	DISCUSSION		ACTION FOLLOW-UP
I. Call to Order	Director Deutsch called the meeting to order at 7:32 a.m.		
II. Action Items	A.	Acceptance of the June 26, 2013 Minutes	Ms. Evans made a motion to accept the minutes. Dr. Collins seconded the motion. The motion carried.
	B.	<p>Recommendation to Accept the June 2013 Unaudited Financial Statements</p> <p>Mr. Easthope reviewed a PowerPoint Presentation on the June Financial Statements that corresponded with the Financial Statements included in the meeting packet. He noted the following key areas:</p> <ul style="list-style-type: none"> • June Performance Overview • June Year End Adjustments • Key Volume Indicators • Case Mix Comparison • Statement of Operations • Net Revenues • Total Operating Expenses • Balance Sheet Changes • Financial Ratios <p>June had a consolidated net operating loss of \$72,000 vs. a budgeted gain of</p>	Dr. Collins made a motion to recommend to the Board of Directors acceptance of the June 2013 Unaudited Financial Statements. Ms. Evans seconded the motion. The motion carried.

	<p>\$301,000. Total patient days were 126 (2.2%) greater than budget. CMI in May was 1.4 and Medicare CMI was 1.44. Total outpatient registrations were below budget by 503 registrations (20.9%). Orthopedic Clinic volumes were up from May with 264 visits vs. budget of 302. Total net operating revenue was \$392,000 (5.8%) lower than budget and total operating expenses were \$95,000 higher than budget.</p> <p>Copies of the presentation are available through Administration.</p>	
	<p>C. Recommendation to Approve FYE June 30, 2014 (6 Month) Operating Budget</p>	<p>Mr. Bratchett made a motion to recommend approval of the FYE June 30, 2013 Operating and Capital Budget by the Board of Directors. Dr. Collins seconded the motion. The motion carried.</p>
	<p>D. Recommendation to Approve FYE June 30, 2014 (6 Month) Capital Budget</p> <p>Ms. Stebbins and Mr. Easthope presented a 6 month operating and capital budget outlining the following key areas and noting the following. Based on feedback from the Board and Committee and in light of a pending affiliation with Alameda Health System (projected to be in the next 6 months) a 6 month operating and capital budget was prepared for presentation and approval by the committee and ultimately the Board of Directors. The new budget forecast was developed in June / July given significant changes in the organizational structure during the last six months of FY 2013 vs. the first six months. There was a focus on FY2013 January thru May performance for FY 2014 budget forecast.</p> <ul style="list-style-type: none"> • FY 2014 Budget Process Overview • FY 2013 Actual to Budget Highlights • Key Financial Data Trends <p>Ms. Stebbins noted the key initiatives for the FY 2014 budget such as improving revenue from the new programs that began in FY 2013 (Waters Edge, Ortho and Wound Care), new surgical volume with the addition of a general surgeon, better cost containment management and progress towards affiliation with Alameda Health System.</p> <ul style="list-style-type: none"> • Strategic Initiatives – FY 2014 Operating Budget • Key Baseline Budget Volume Assumptions (Acute, Outpatient, Long Term Care) <p>Mr. Easthope reviewed the following items in detail as they related to an increase / decrease over the prior 6 months.</p> <ul style="list-style-type: none"> • 6 Month Net Revenue • Staffing FTE's • Labor and Benefit Expenses 	

	<ul style="list-style-type: none"> • Non-Labor Expenses <p>The Net Income/Loss was proposed at a loss of \$1.09 M, which was an improvement over the last 6 months of FY 2013 of a negative 1.8 M.</p> <ul style="list-style-type: none"> • Consolidated 6 Month Budget Comparison • 6 Month Operating Budget Spread • FY 2014 Net Income Waterfall (Revenue and Expense) <p>Mr. Easthope reviewed a 6 month capital budget of \$683,252 and reviewed the four key areas identified for capital expenditures (Surgery, Pharmacy Emergency Care and Information technology Upgrades). He also noted that a majority of the expenditures would be funded by depreciation expense.</p> <ul style="list-style-type: none"> • 6 Month Capital Budget <p>Copies of the presentation are available through Administration.</p>	
III. Chief Financial Officers Report	No report given.	No action taken.
IV. Chief Executive Officers Report	<p>A. Affiliation Updates</p> <p>Ms. Stebbins informed the committee that the process of due diligence has begun with the collecting of documents as requested by Alameda Health System (AHS). The \$1.5 M loan was received and allocated to vendors. There was discussion about the AHS transaction with San Leandro Hospital and a potential delay. Ms. Stebbins and Mr. Easthope noted that AHS is committed to keeping on schedule and if there was a delay, there would be potential cash flow issues that would need to be addressed.</p>	No action taken.
V. Public Comments	No comments.	
VI. Board / Committee / Staff Comments	No comments.	
VII. Adjournment	Being no further business, the meeting was adjourned at 9:23 a.m.	

THE CITY OF ALAMEDA HEALTH CARE DISTRICT

ALAMEDA HOSPITAL

UNAUDITED FINANCIAL STATEMENTS

FOR THE PERIOD ENDING July 31, 2013

**CITY OF ALAMEDA HEALTH CARE DISTRICT
ALAMEDA HOSPITAL
JULY 31, 2013**

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**ALAMEDA HOSPITAL
MANAGEMENT DISCUSSION AND ANALYSIS
JULY, 2013**

The management of Alameda Hospital (the "Hospital") has prepared this discussion and analysis in order to provide an overview of the Hospital's performance for the period ending July 31, 2013 in accordance with the Governmental Accounting Standards Board Statement No. 34, *Basic Financials Statements; Management's Discussion and Analysis for State and Local Governments*. The intent of this document is to provide additional information on the Hospital's financial performance as a whole.

Highlights

Overall for the month of July, the first month in the new fiscal year, the hospital experienced a combined net operating loss of \$384,000 against a budgeted loss of \$301,000. Waters Edge had a positive net contribution of \$34,000 this month.

July discharges were 232, which is 18 or 7.3% below budget, and total patient days were 6,004 or 55 (0.9)% greater than budget. The acute ALOS decreased from prior month to 3.6 in the month. Total patient days for inpatient acute services were down 14.8%; subacute days were up 8.1%, skilled nursing days were up at South Shore by 1.9% and Waters Edge were up by 2.9%.

Overall outpatient activity was mixed again this month. Outpatient registrations were up 8.5% ,but Emergency Room visits were 66 or 4.6% below budget. Outpatient surgeries were above budget for the month by 44 or 48.4%, which is considerably better than prior year numbers.

The Wound Care program had 446 visits in July compared to a budget of 350, or 27.4% above budget. In July there were 84 HBO treatments compared to 79 in June.

Total gross and net revenue in July was generally in line with activity. The overall inpatient component was below budget by 8.7% (driven by the lower acute census) and outpatient was above budget 12.1% (driven by higher outpatient registrations).

The overall Case Mix Index (CMI) in July was 1.3240; this is just below the FY 2013 average of 1.3431.

Total expenses were just over \$6.9 million in July, which is \$124,000 or 1.8% below budget. This is better than almost every month in the prior fiscal year.

Salaries, supplies and rents and leases were over budget while temporary agency, benefits, professional fees and purchased services were under budget. All other categories were close to budget. Please see the Expense section for further explanation of the expense variances.

Cash and cash equivalents were \$6.4 million at the end of July, up from prior month due cash receipt from Alameda Health Systems and due to the timing of payroll hitting early in August. Cash collections in July were higher than the previous month at \$7.2 million with June Medi-Cal payments being received. Net accounts receivable decreased by \$1.1 million to \$10.9 million due receiving payments again from Medi-Cal.

Lastly, the current ratio remains at .89 below the required 1.0 of our bank covenants. Net Assets remain consistent at approximately \$4.4 million.

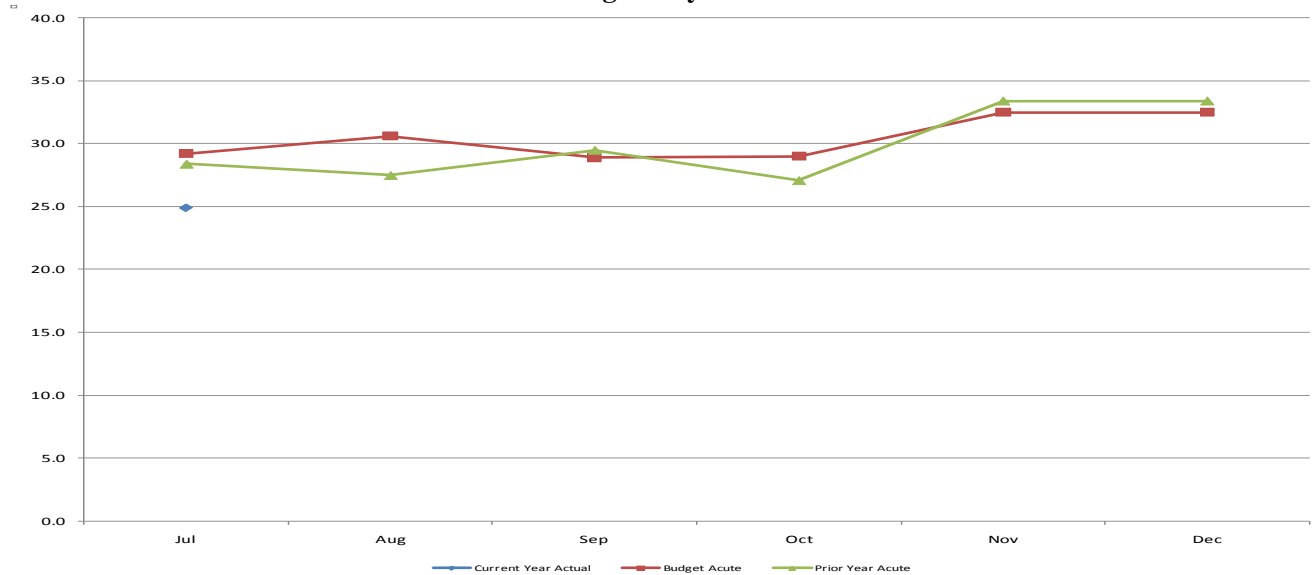
ACTIVITY

ACUTE, SUBACUTE AND SNF SERVICES

Overall, patient days were 0.9% above budget for the month and above July of last year. This month's acute days were below budget by 14.8%, Subacute was up 8.1%, South Shore was up 1.9% and Waters Edge was up 2.9%.

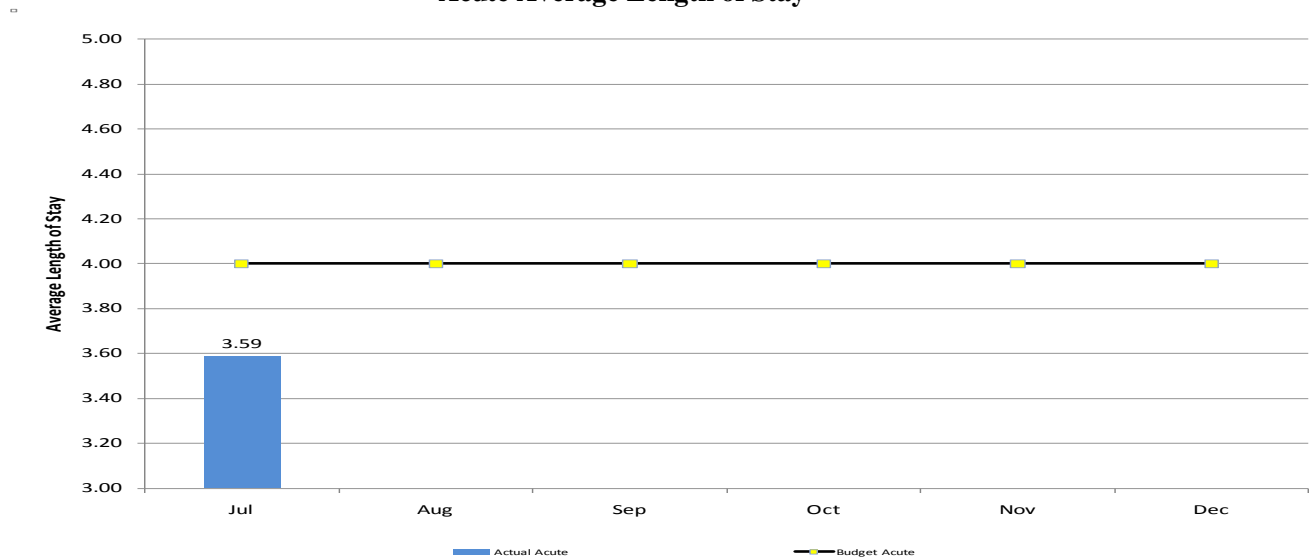
July's acute patient days were 134 days or 14.8% lower than budget for the month and 12.8% lower than July 2012. The acute care program is comprised of the Critical Care Unit (3.4 ADC, 27.1% below budget), Telemetry / Definitive Observation Unit (10.7 ADC, 11.7% below budget) and Med/Surg Unit (also 10.7 ADC, but 13.3% below budget).

Acute Average Daily Census



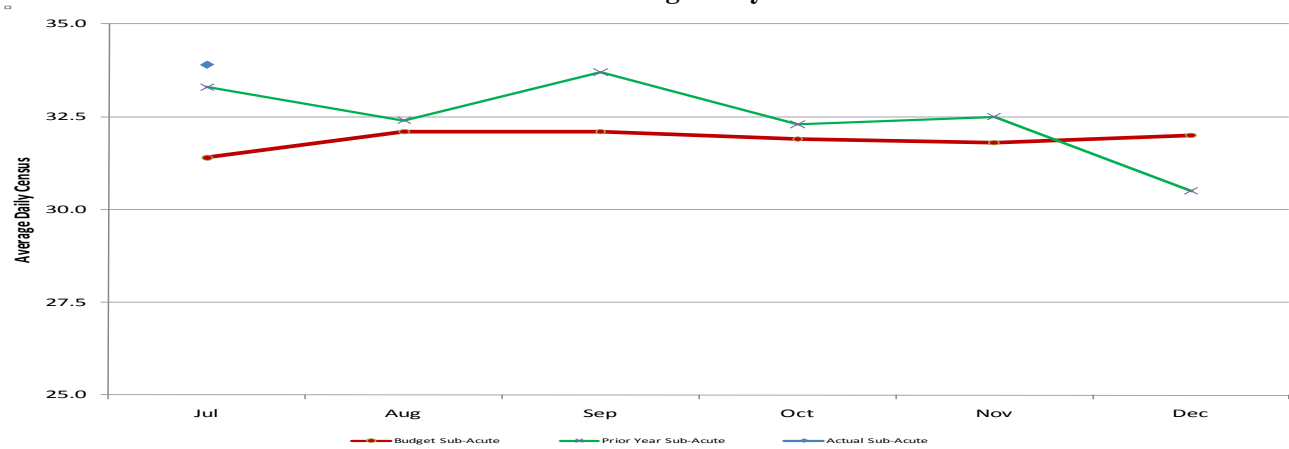
The acute Average Length of Stay (ALOS) decreased from 4.46 in June to 3.59 in July and is below the budget of 4.00. The graph below shows the ALOS by month compared to the budget.

Acute Average Length of Stay



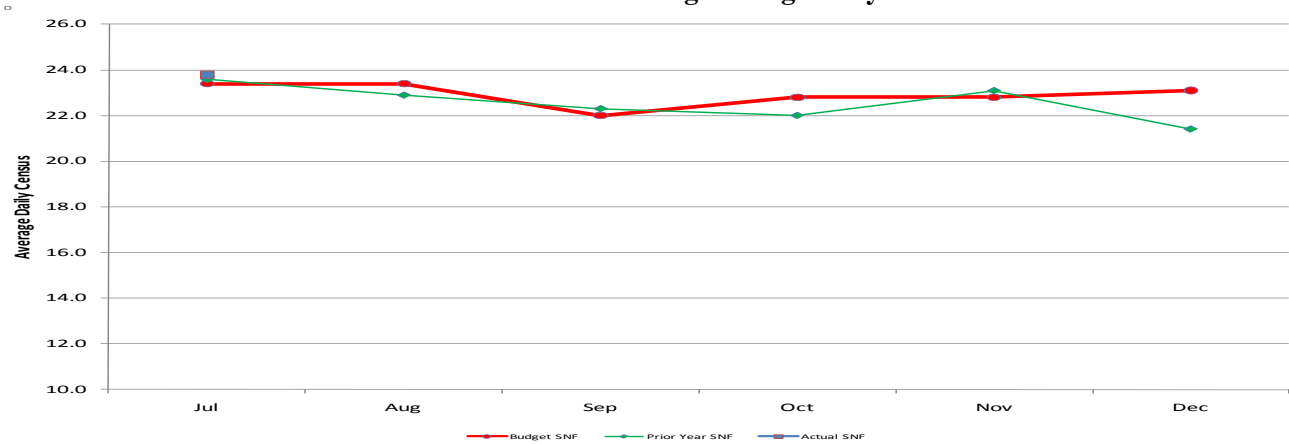
The Subacute program ADC of 33.9 was above the budget by 2.55 ADC or 8.1%. The census has stabilized despite the construction moves. The graph below shows the Subacute ADC for the current fiscal year as compared to budget and the prior year.

Subacute Average Daily Census



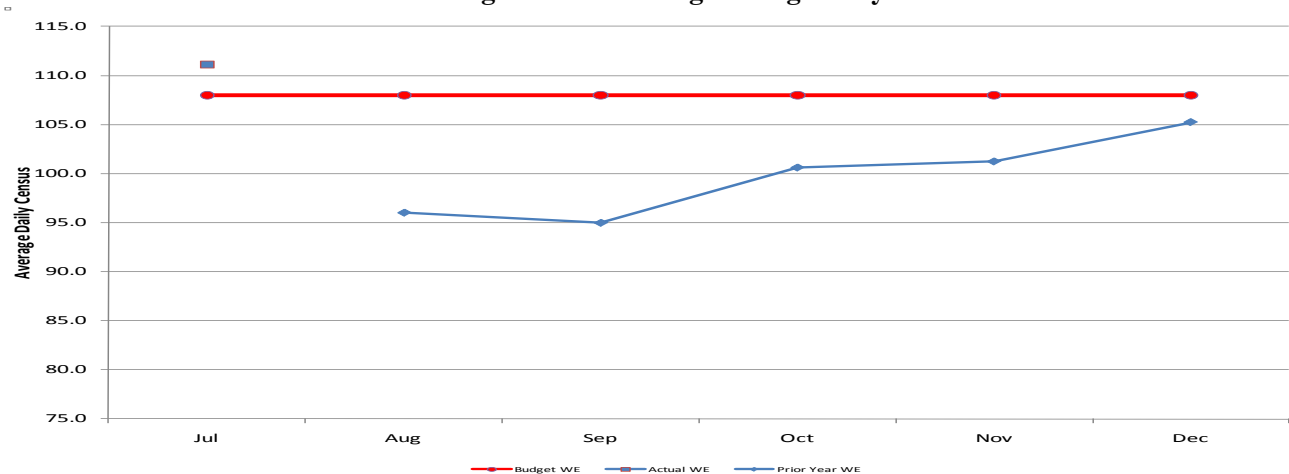
The South Shore ADC was above budget by 14 patient days (1.9%) for the month of July. The graph below shows the South Shore monthly ADC as compared to budget and the prior year. In July the number of Medicare A skilled patients was 4.4 ADC, just above the 4.2 ADC in June and above the budget of 4.1.

South Shore Skilled Nursing Average Daily Census



Waters Edge census was 111.1 ADC or 2.9% above the budget of 108.0 in July. The Medicare census was 12.1 ADC just down from 13.4 ADC in the prior month, and below the Medicare ADC budget of 16.2.

Waters Edge Skilled Nursing Average Daily Census

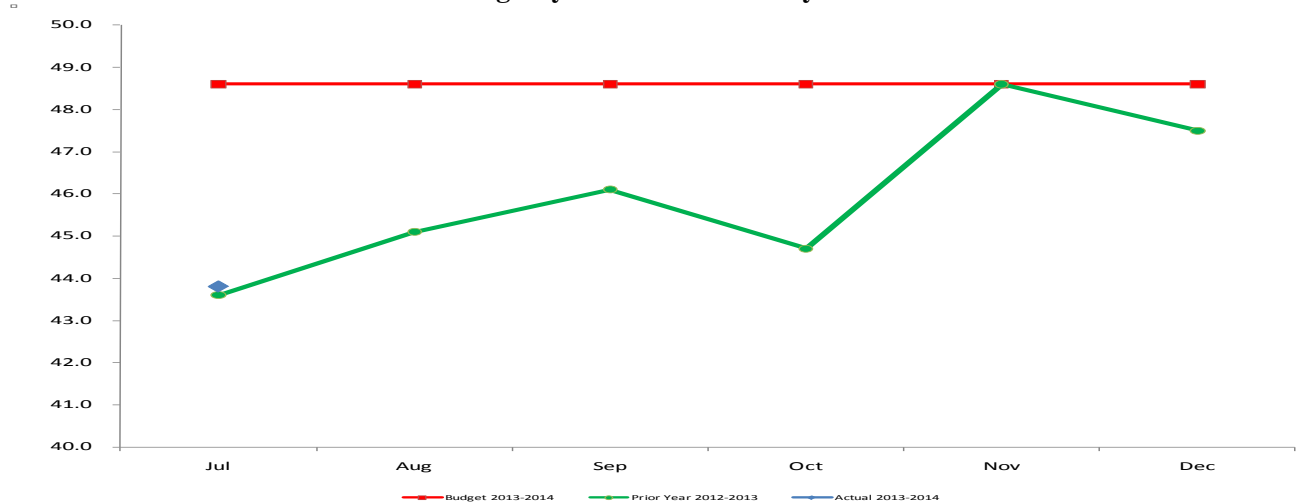


ANCILLARY SERVICES

Outpatient Services

Emergency Care Center (ECC) visits in July were 1,357, or 66 visits (4.6%) below the budget of 1,423. The inpatient admission rate from the ECC was 16.6% below the 17.5% admit rate in June. On a per day basis, the total visits represent an increase of 1.9% from the prior month daily average. In July, there were 272 ambulance arrivals versus 294 in the prior month. Of the 272 ambulance arrivals in the current month, 191 or 70.2% were from Alameda Fire Department (AFD).

Emergency Care Visits Per Day



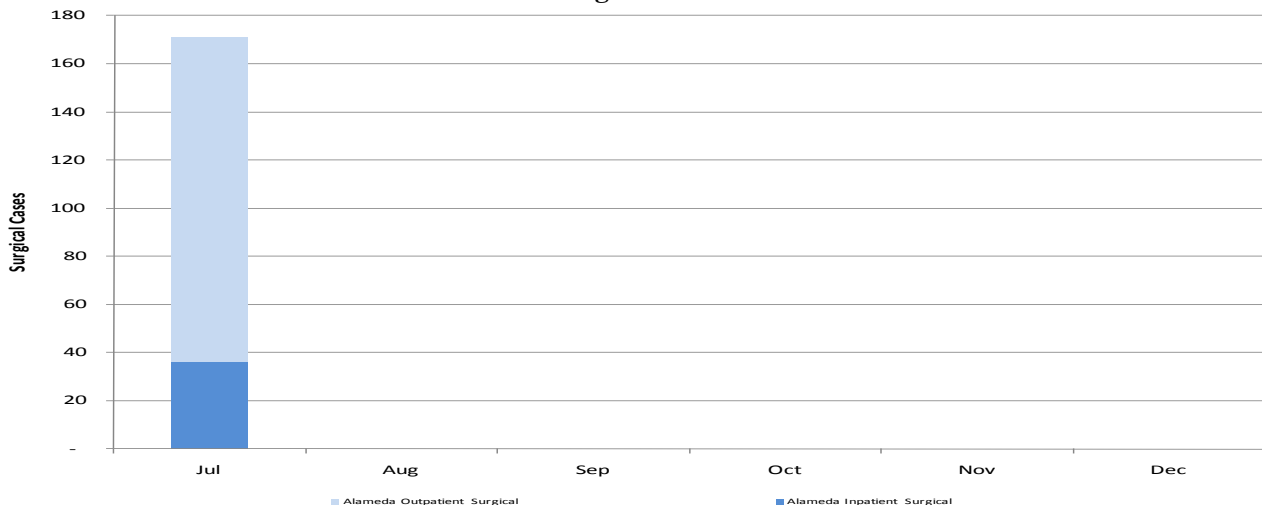
Outpatient registrations totaled 2,199 or 8.5% above the budget. This month the number of patient visits were down in Radiology (19), EKG (9), and IV Therapy (24). However, visits were up in Physical Therapy (267), Occupational Therapy (24) and Laboratory (23). In July there were 230 Therapy visits and 128 Imaging procedures from the new orthopedic clinic, compared to 155 and 138 respectively in June.

In July, Wound Care was above the budget of 350 with 446 visits, or 27.4% over budget. Hyperbaric Oxygen treatments accounted for 84 of those visits, compared to 79 in June.

Surgery

The total number of surgery cases in July were 171 or 30.5% above the budget of 131 and above last year's case volume of 117. Inpatient cases of 35 were below the budget by 4 (10.0%) and outpatient was above budget by 44 (48.4%) at 135 cases.

Surgical Cases



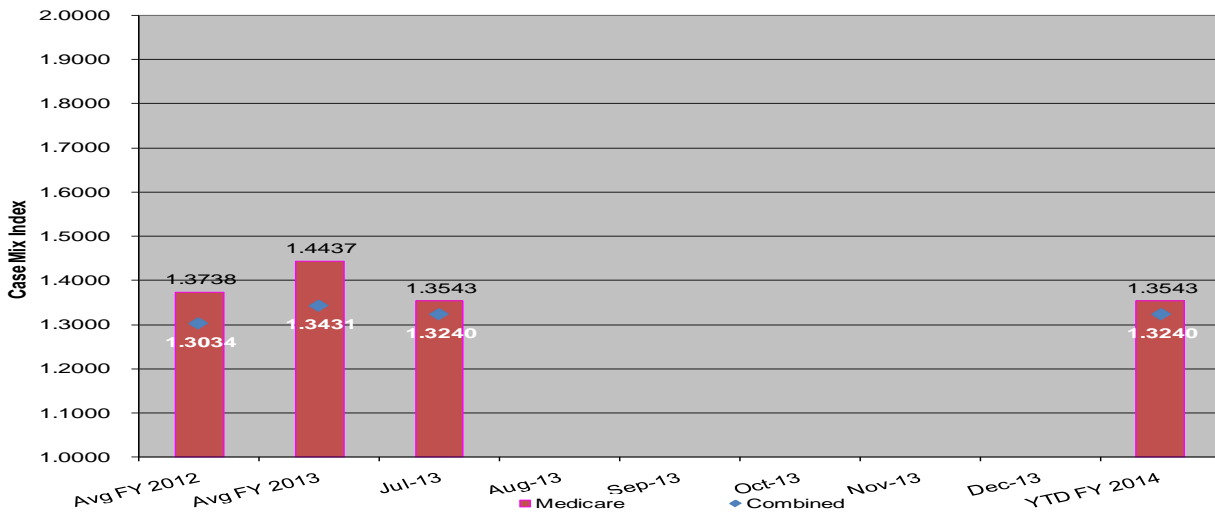
Payer Mix

The Hospital's overall payer mix compared to budget is illustrated below. This is inclusive of the Waters Edge revenue.

	<u>July Actual</u>	<u>July Budget</u>
Medicare	47.9%	46.7%
Medi-Cal	26.6%	28.0%
Managed Care	17.6%	16.0%
Other	3.2%	2.9%
Commerical	1.3%	1.4%
Self-Pay	3.3%	5.0%
Total	100.0%	100.0%

Case Mix Index

The Hospital's overall Case Mix Index (CMI) for July was 1.3240, down from the prior month of 1.4092 (6.0%). The Medicare CMI was 1.343 in July, also below the prior month high. The graph below shows the Medicare CMI for the Hospital during the current fiscal year as compared to the prior two years.



Revenue

Gross patient charges in July were below budget by \$651,000 or 2.5%. Inpatient gross revenues were \$1.6 below budget and outpatient gross revenues were up almost \$960,000. Acute inpatient days were 14.8% below budget and acute gross revenue was also down 28.8%. Inpatient ancillary service charges were below budget in Laboratory, Pharmacy and Respiratory Therapy, but were up in Imaging and Rehab.

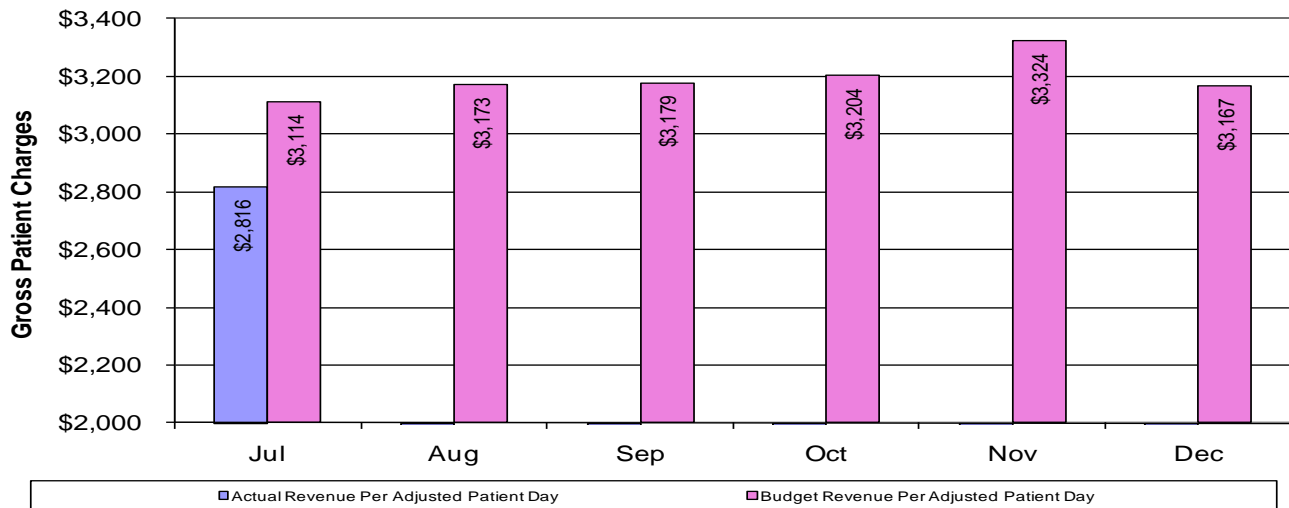
Waters Edge gross and net revenue were above budget in July consistent with the volume. The ancillary revenue was above budget 46.7% (mostly due to therapy services) and the routine daily room and board revenue was above budget by 4.5%. Medicare A patient days were 25.1% lower than budget, contributing to Net Revenue being at budget in the month despite census higher than budget by 2.9%.

Outpatient gross revenues were higher than budget by almost \$960,000 (12.1%). Surgery, Wound Care, and Imaging, were the largest contributors to this being above budget while the Emergency and Respiratory Therapy were below budget. Outpatient MRI volumes was at budget.

Wound Care volume was up to prior levels with the gross revenue above budget by more than \$270,000, resulting in Net Revenue coming in \$54,000 above budget for the month. The higher volume has returned in July after the unusual low volume seen in June.

On an adjusted patient day basis, total patient revenue was \$2,816 below the budget of \$3,114 for the month of July. The table below shows the Hospital's monthly gross revenue per adjusted patient day by month and year-to-date for Fiscal Year 2014 compared to budget.

Gross Charges per Adjusted Patient



Contractual Allowances and Net Revenue

Contractual allowances are computed as deductions from gross patient revenues based on the difference between gross patient charges and the contractually agreed upon rates of reimbursement with third party government-based programs such as Medicare, Medi-Cal and other third party payers such as Blue Cross. A Net Revenue percentage of 23.2% was budgeted and 23.2% was realized. Medi-Cal reimbursement at both South Shore and Waters Edge were calculated at a per diem rate of \$316 which is consistent with budget and AB97 rate reduction.

Overall, Net Revenue was just over \$6.0 million, \$189,000 below the budget of \$6.2 million. The lower than budgeted inpatient acute census, and lower emergency visits are key drivers to the lower Net Revenue. Beginning April 1, 2013, the Federal budget sequestration goes into effect. This is a 2% reduction in all Medicare reimbursements which equate to about \$40,000 per month for Alameda.

Waters Edge had Net Revenues of \$1.24 million, just above the budget by \$9,000 or 0.7%. Although census was higher than budgeted overall census, we had less of the higher payer Medicare patients and more of the lower payer Medi-Cal patients driving this negative variance. .

The Wound Care program net revenue was higher than budget by \$54,000 (35%) on volumes 27% higher than projected.

Expenses

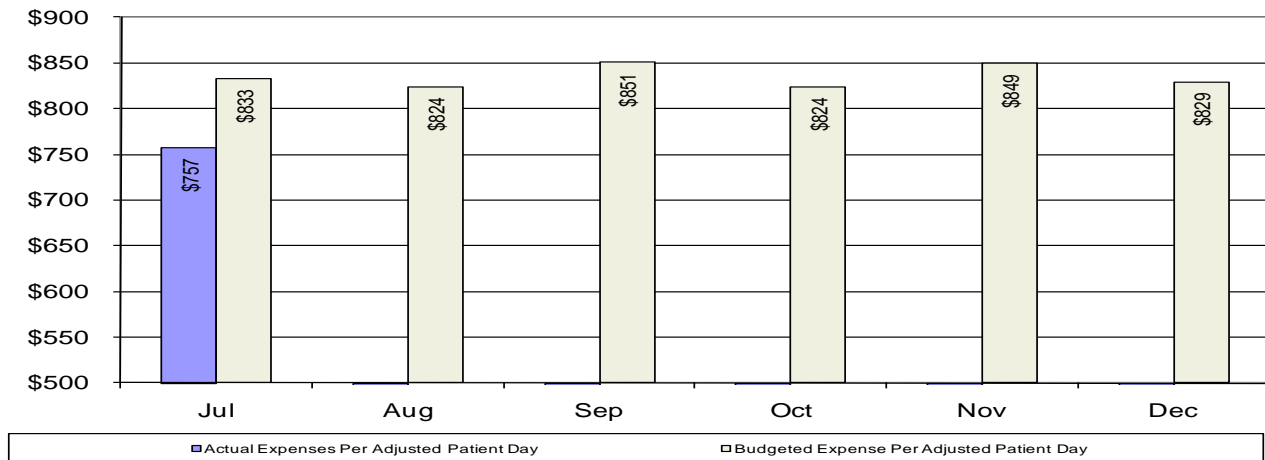
Total Operating Expenses

Total operating expenses were just under \$7.0 million which was lower than the fixed budget by \$124,000 or 1.8%. This is a welcome change from the prior year negative expense variances. Expenses are lower to a great extent because of the lower acute census in July.

Salaries, supplies and rents and leases were all above budget while temporary agency, benefits, professional fees and purchased were under budget. All other expense categories were reasonably close to budget.

The graph on the below shows the actual Hospital operating expenses on an adjusted patient day basis for the fiscal year by month as compared to budget.

Expenses per Adjusted Patient Day



The following are explanations of the significant areas of variance that were experienced in the current month.

Salary and Temporary Agency Expenses

Salary and temporary agency costs combined were unfavorable to the fixed budget by \$20,000 (0.5%). Salaries are above budget \$96,000 while Registry (temporary agency services) is below budget \$76,000.

Registry expense was lower mainly due to the acute units using less staff due to the lower census. While the overall temporary agency expense was below budget there were a few departments utilizing temporary staff such as Rehab and Information Systems.

Salaries are up in the Subacute, South Shore and the Emergency Room. We are continuing to work on better staffing levels as the volume fluctuates during the summer months. The use of overtime and double time premium pay has dropped by approximately \$30,000 over prior period averages as we strive to get better control of this expensive component of the total salaries.

Benefits

Benefits were below the fixed budget by \$140,000. While these numbers fluctuate from month to month, benefits are down this month due to higher usage of PTO/Vacation resulting in a \$17,000 expense reduction. We have been encouraging employees to use there PTO/Vacation time which thus reduces the amount of accrual needed. Health Claims and required IBNR reserve were also lower in the month contributing to a very favorable variance in the month. While we are significantly under budget overall, Pension expense line was higher than budget.

Professional Fees

Professional fees were just under budget by \$12,000 or 2.5%. While Pharmacy increased use of Night Hawk pharmacy service and Wound Care Clinic management fees (due to volume) were above budget, Administration was under budget resulting in a positive variance overall. The 1206 b clinic was under budget \$14,000. We did miss an accrual for this department totaling about \$10,000, but would have still been under budget by \$4,000 based on RVU productivity.

Supplies

Supplies expense were \$26,000 above budget. This variance is primarily due to small Medical Supplies variances in numerous departments: 1206 b clinic, subacute, CT supplies and prosthetics being the greatest variance.

Purchased Services

Purchased services were below budget for the month of July by \$17,000 or 2.9%. While there were some departments higher than budget, similar to past months, there were several departments under budget such as Business Office, Environmental Services and Pharmacy resulting in the overall variance being positive to budget.

Rents and Leases

Rents and lease expense was \$12,000 over budget in the month. While Respiratory Therapy was below budget this month, Central Supply, Engineering and Administration were over budget. We continue to have higher equipment rental expense, primarily for bed/mattress rentals. We are obtaining quotes to purchase the needed mattresses vs. continuing to rent. In addition, the annual rent increase for the south shore building was about \$1,000 per month higher than budgeted (taxes and fees assessments).

Other Operating Expense

Other Operating Expenses were under budget this month by \$12,000. This positive variance is due mostly to lower recruiting expenses and lower dues and subscription expenses.

Depreciation Expense

Depreciation Expenses was \$5,000 over budget. This is expected to normalize to budget over the course of the six month budget period.

Non-Operating Income / (Expense):

Other Income was \$14,000 under budget. We had assumed in the budget a contribution from the Foundation during this six month budget period of \$150,000. We have not recorded a portion of the receivable for this but will do so once a contribution is made later in the year.

Balance Sheet

Total assets increased by almost \$500,000 from the prior month. The following items make up the increase in assets:

- Total unrestricted cash and cash equivalents for July increased by approximately \$1.5 million and days cash on hand including restricted use funds also increased to 30.0 days cash on hand in July from the 21.8 days cash on hand in June. Patient collections in July averaged just over \$230,000 per day, considerably higher than the prior month. The slow down in cash payments from the state Medi-Cal program seen in June has ended with cash back up in July. Note there is also cash that is being held for repayment of LTC over payments since August 2012 and the addition of Waters Edge. Year to date, this overpayment amount is estimated at \$2.3 million. We did receive the \$1.5 million loan from AHS during July, of which, \$1.2 million was paid out to vendors during the month.
- Net patient accounts receivable was \$10.9 million, down about \$1.1 million from \$12.0 million at the end of June. This has dropped significantly as the Medi-Cal program resumed payments in July and the timing of other Medicare payments being received for LTC
- Other Receivables have decreased slightly after recording the property tax receivable last month.
- Days in outstanding receivables were back down to 56.5 at July month end, a decrease from the June number of 60.35 days. Cash collections in July were \$7.2 million compared to \$5.5 million in June.

Overall, total liabilities increased by \$850,000 from the prior month:

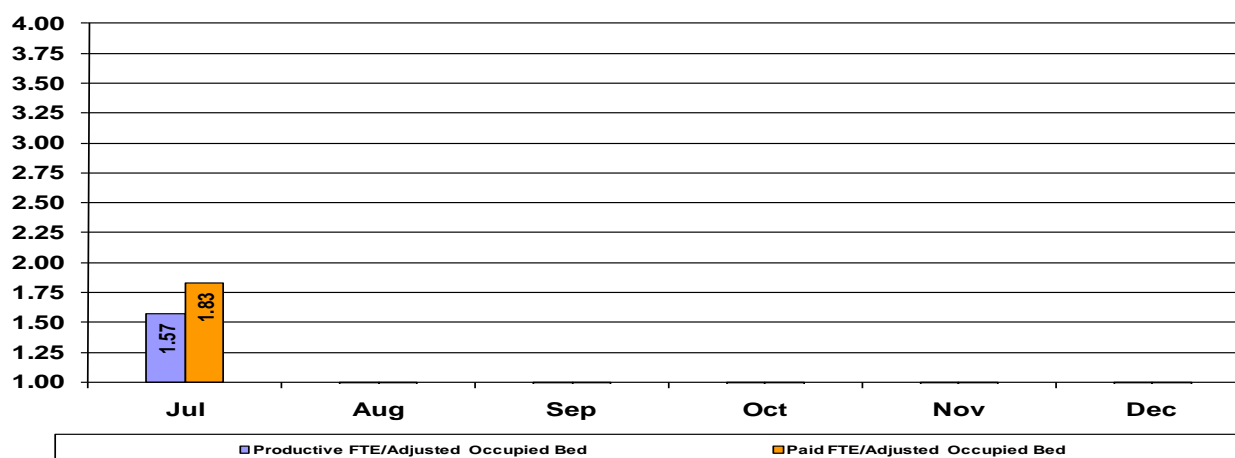
- Accounts payable decreased over \$700,000 in July to approximately \$11.1 million which equates to 151 AP Days, just up from the 149 days in June. The net decrease was all associated with payments made utilizing the AHS \$1.5 million loan.

- Payroll related accruals increased about \$250,000 due to the timing the the pay periods in the month.
- Deferred revenues decreased by \$477,000 due to the recognition of one-twelfth of the 2013/2014 parcel tax revenues, which will be realized over the course of the fiscal year.
- Current Portion of Long Term Debt in the month of July increased by \$1.5 million due to the payment received from Alameda Health Systems.
- Third Party Payer Settlement remained fairly consistent with prior month.

Key Statistics

FTE's Per Adjusted Occupied Bed

For the month of July Productive FTE's per Adjusted Occupied Bed were 1.57, below the budget of 1.73 FTE's by 9.1%. Paid FTE's per Adjusted Occupied Bed were 1.83 or 7.2% below the budget. The graph below shows the productive and paid FTE's per Adjusted Occupied Bed for FY 2014 by month.



Current Ratio

The current ratio for July remains steady at 0.89. We have received a waiver to the 1.0 loan covenant from the Bank of Alameda through the quarter ending September 30, 2013.

A/R days

Net days in accounts receivable (A/R) are currently at 56.5. This is down from the prior month of 60.3. Net A/R days are down due to the higher cash collections as Medi-Cal payments have increased to normal levels in July.

Days Cash on Hand

Days cash on hand for July were 30.0, an increase from prior month of 21.8. We did receive the \$1.5 million loan from Alameda Health System as called for in the Affiliation Letter of Intent, on July 22nd. These funds were used to help reduce vendor accounts payables in July.

The following pages include the detailed financial statements for the first (1) month ended July 31, 2013, of Fiscal Year 2014.

**ALAMEDA HOSPITAL
KEY STATISTICS
JULY 2013**

	<u>ACTUAL JULY 2013</u>	<u>CURRENT FIXED BUDGET</u>	<u>VARIANCE (UNDER) OVER</u>	<u>%</u>	<u>JULY 2012</u>	<u>YTD JULY 2013</u>	<u>YTD FIXED BUDGET</u>	<u>VARIANCE</u>	<u>%</u>	<u>YTD JULY 2012</u>
Discharges:										
Total Acute	215	226	(11)	-5.0%	225	215	226	(11)	-5.0%	225
Total Sub-Acute	1	3	(2)	-66.7%	2	1	3	(2)	-66.7%	2
Total South Shore	4	6	(2)	-33.3%	2	4	6	(2)	-33.3%	2
Total Waters Edge	<u>12</u>	<u>15</u>	<u>(3)</u>	<u>-20.0%</u>	<u>-</u>	<u>12</u>	<u>15</u>	<u>(3)</u>	<u>-20.0%</u>	<u>-</u>
	232	250	(18)	-7.3%	229	232	250	(18)	-7.3%	229
Patient Days:										
Total Acute	771	905	(134)	-14.8%	881	771	905	(134)	-14.8%	881
Total Sub-Acute	1,051	972	79	8.1%	1,032	1,051	972	79	8.1%	1,032
Total South Shore	738	724	14	1.9%	731	738	724	14	1.9%	731
Total Waters Edge	<u>3,444</u>	<u>3,348</u>	<u>96</u>	<u>2.9%</u>	<u>-</u>	<u>3,444</u>	<u>3,348</u>	<u>96</u>	<u>2.9%</u>	<u>-</u>
	6,004	5,949	55	0.9%	2,644	6,004	5,949	55	0.9%	2,644
Average Length of Stay										
Total Acute	3.59	4.00	(0.41)	-10.3%	3.92	3.59	4.00	(0.41)	-10.3%	3.92
Average Daily Census										
Total Acute	24.87	29.19	(4.32)	-14.8%	28.42	24.87	29.19	(4.32)	-14.8%	28.42
Total Sub-Acute	33.90	31.35	2.55	8.1%	33.29	33.90	31.35	2.55	8.1%	33.29
Total South Shore	23.81	23.35	0.45	1.9%	23.58	23.81	23.35	0.45	1.9%	23.58
Total Waters Edge	<u>111.10</u>	<u>108.00</u>	<u>3.10</u>	<u>2.9%</u>	<u>-</u>	<u>111.10</u>	<u>108.00</u>	<u>3.10</u>	<u>2.9%</u>	<u>-</u>
	193.68	191.90	1.77	0.9%	85.29	193.68	191.90	(1.77)	-0.9%	85.29
Emergency Room Visits	1,357	1,423	(66)	-4.6%	1,352	1,357	16,800	(15,443)	-91.9%	16,911
Wound Care Clinic Visits	446	350	96	27.4%	7	446	2,450	(2,004)	-81.8%	-
Outpatient Registrations	2,199	2,027	172	8.5%	1,841	2,199	24,972	(22,773)	-91.2%	22,228
Surgery Cases:										
Inpatient	36	40	(4)	-10.0%	35	36	548	(512)	-93.4%	482
Outpatient	<u>135</u>	<u>91</u>	<u>44</u>	<u>48.4%</u>	<u>82</u>	<u>135</u>	<u>1,818</u>	<u>(1,683)</u>	<u>-92.6%</u>	<u>1,656</u>
	171	131	40	30.5%	117	171	2,366	(2,195)	-92.8%	2,138
Adjusted Occupied Bed (AOB)	295.77	274.33	21.45	7.8%	125.11	295.77	274.33	21.45	7.8%	125.11
Productive FTE	465.59	474.92	(9.32)	-2.0%	351.97	465.59	474.92	(9.33)	-2.0%	353.83
Total FTE	540.85	540.75	0.10	0.0%	412.64	540.85	540.75	0.10	0.0%	398.25
Productive FTE/Adj. Occ. Bed	1.57	1.73	(0.16)	-9.1%	2.81	1.57	1.73	(0.16)	-9.1%	2.83
Total FTE/ Adj. Occ. Bed	1.83	1.97	(0.14)	-7.2%	3.30	1.83	1.97	(0.14)	-7.2%	3.18

City of Alameda Health Care District
Statements of Financial Position
July 31, 2013

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year End</u>
Assets			
Current Assets:			
Cash and Cash Equivalents	\$ 6,439,805	\$ 4,861,959	\$ 4,861,959
Patient Accounts Receivable, net	10,902,164	12,041,516	12,041,516
Other Receivables	6,250,816	6,301,762	6,301,762
Third-Party Payer Settlement Receivables	-	-	-
Inventories	1,276,129	1,266,892	1,266,892
Prepays and Other	572,320	450,309	450,309
Total Current Assets	<u>25,441,235</u>	<u>24,922,439</u>	<u>24,922,439</u>
Assets Limited as to Use, net	200,778	189,755	189,755
Fixed Assets			
Land	877,945	877,945	877,945
Depreciable capital assets	45,495,434	45,422,895	45,422,895
Construction in progress	3,546,741	3,583,725	3,583,725
Depreciation	<u>(40,668,979)</u>	<u>(40,581,813)</u>	<u>(40,581,813)</u>
Property, Plant and Equipment, net	<u>9,251,141</u>	<u>9,302,752</u>	<u>9,302,752</u>
Total Assets	<u>\$ 34,893,154</u>	<u>\$ 34,414,946</u>	<u>\$ 34,414,946</u>
Liabilities and Net Assets			
Current Liabilities:			
Current Portion of Long Term Debt	\$ 2,326,007	\$ 826,007	\$ 826,007
Accounts Payable and Accrued Expenses	11,085,668	11,823,357	11,823,357
Payroll Related Accruals	5,444,798	5,195,271	5,195,271
Deferred Revenue	5,253,942	5,731,269	5,731,269
Employee Health Related Accruals	708,148	714,297	714,297
Third-Party Payer Settlement Payable	<u>3,771,493</u>	<u>3,796,593</u>	<u>3,796,593</u>
Total Current Liabilities	28,590,056	28,086,794	28,086,794
Long Term Debt, net	<u>1,926,176</u>	<u>1,578,289</u>	<u>1,578,289</u>
Total Liabilities	<u>30,516,232</u>	<u>29,665,083</u>	<u>29,665,083</u>
Net Assets:			
Unrestricted	4,350,108	4,350,108	4,350,108
Temporarily Restricted	<u>26,814</u>	<u>399,755</u>	<u>399,755</u>
Total Net Assets	<u>4,376,922</u>	<u>4,749,863</u>	<u>4,749,863</u>
Total Liabilities and Net Assets	<u>\$ 34,893,153</u>	<u>\$ 34,414,946</u>	<u>\$ 34,414,946</u>

City of Alameda Health Care District

Statements of Operations

July 31, 2013

\$'s in thousands

	Current Month					Year-to-Date				
	Actual	Budget	\$ Variance	% Variance	Prior Year	Actual	Budget	\$ Variance	% Variance	Prior Year
Patient Days	6,004	5,948	56	0.9%	2,644	6,004	5,948	56	0.9%	2,644
Discharges	232	250	(18)	-7.3%	229	232	249	(17)	-6.9%	229
ALOS (Average Length of Stay)	25.88	23.77	2.11	8.9%	11.55	25.88	23.86	2.02	8.4%	11.55
ADC (Average Daily Census)	193.7	191.9	1.80	0.9%	-	193.7	191.9	1.80	0.9%	85.3
CMI (Case Mix Index)	1.3240				1.2481	1.3240				1.2481
Revenues										
Gross Inpatient Revenues	\$ 16,910	\$ 18,520	\$ (1,610)	-8.7%	\$ 14,163	\$ 16,910	\$ 18,520	\$ (1,610)	-8.7%	\$ 14,163
Gross Outpatient Revenues	8,914	7,954	960	12.1%	6,573	8,914	7,954	960	12.1%	6,573
Total Gross Revenues	25,824	26,474	(651)	-2.5%	20,736	25,824	26,474	(651)	-2.5%	20,736
Contractual Deductions	19,469	19,087	(382)	-2.0%	15,048	19,469	19,087	(382)	-2.0%	15,048
Bad Debts	239	1,102	863	78.3%	818	239	1,102	863	78.3%	818
Charity and Other Adjustments	137	133	(4)	-3.0%	124	137	133	(4)	-3.0%	124
Net Patient Revenues	5,978	6,152	(174)	-2.8%	4,746	5,978	6,152	(174)	-2.8%	4,746
Net Patient Revenue %	23.2%	23.2%			22.9%	23.2%	23.2%			22.9%
Net Clinic Revenue	75	88	(13)	-14.5%	39	75	88	(13)	-14.5%	39
Other Operating Revenue	10	12	(3)	-20.8%	6	10	12	(3)	-20.8%	6
Total Revenues	6,063	6,252	(189)	-3.0%	4,792	6,063	6,252	(189)	-3.0%	4,792
Expenses										
Salaries	3,575	3,479	(96)	-2.7%	3,007	3,575	3,479	(96)	-2.7%	3,007
Temporary Agency	105	181	76	41.8%	154	105	181	76	41.8%	154
Benefits	903	1,043	140	13.4%	630	903	1,043	140	13.4%	630
Professional Fees	489	501	12	2.5%	335	489	501	12	2.5%	335
Supplies	782	756	(26)	-3.4%	648	782	756	(26)	-3.4%	648
Purchased Services	554	571	17	2.9%	459	554	571	17	2.9%	459
Rents and Leases	232	221	(12)	-5.3%	115	232	221	(12)	-5.3%	115
Utilities and Telephone	79	83	5	5.8%	67	79	83	5	5.8%	67
Insurance	38	38	(0)	-0.2%	34	38	38	(0)	-0.2%	34
Depreciation and amortization	88	83	(5)	-6.0%	66	88	83	(5)	-6.0%	66
Other Operating Expenses	98	111	12	11.2%	82	98	111	12	11.2%	82
Total Expenses	6,943	7,067	124	1.8%	5,597	6,943	7,067	124	1.8%	5,597
Operating gain (loss)	(880)	(815)	(65)	-7.9%	(806)	(880)	(815)	(65)	7.9%	(806)
Non-Operating Income / (Expense)										
Parcel Taxes	477	487	(10)	-2.0%	477	477	487	(10)	-2.0%	477
Investment Income	1	-	1	0.0%	2	1	-	1	0.0%	2
Interest Expense	(10)	(16)	5	33.1%	(9)	(10)	(16)	5	-33.1%	(9)
Other Income / (Expense)	28	43	(14)	-33.9%	27	28	43	(14)	-33.9%	27
Net Non-Operating Income / (Expense)	496	514	(18)	-3.5%	497	496	514	(18)	-3.5%	497
Excess of Revenues Over Expenses	\$ (384)	\$ (301)	\$ (83)	27.4%	\$ (309)	\$ (384)	\$ (301)	\$ (83)	27.4%	\$ (309)

City of Alameda Health Care District
Statements of Operations - Per Adjusted Patient Day
July 31, 2013

	Current Month					Year-to-Date				
	Actual	Budget	\$ Variance	% Variance	Prior Year	Actual	Budget	\$ Variance	% Variance	Prior Year
Revenues										
Gross Inpatient Revenues	\$ 1,844	\$ 2,178	\$ (334)	-15.3%	\$ 3,659	\$ 1,844	\$ 2,178	\$ (334)	-15.3%	\$ 3,659
Gross Outpatient Revenues	972	935	37	3.9%	1,698	972	935	37	3.9%	1,698
Total Gross Revenues	2,816	3,114	(297)	-9.5%	5,357	2,816	3,114	(297)	-9.5%	5,357
Contractual Deductions	2,123	2,245	121	5.4%	3,887	2,123	2,245	121	5.4%	3,887
Bad Debts	26	130	104	79.9%	211	26	130	104	79.9%	211
Charity and Other Adjustments	15	16	1	4.5%	32	15	16	1	4.5%	32
Net Patient Revenues	652	724	(71)	-9.9%	1,226	652	724	(71)	-9.9%	1,226
Net Patient Revenue %	23.2%	23.2%			22.9%	23.2%	23.2%			22.9%
Net Clinic Revenue	8	10	(2)	-20.8%	10	8	10	(2)	-20.8%	10
Other Operating Revenue	1	1	(0)	-26.5%	2	1	1	(0)	-26.5%	2
Total Revenues	661	735	(74)	-10.1%	1,238	661	735	(74)	-10.1%	1,238
Expenses										
Salaries	390	409	19	4.7%	777	390	409	19	4.7%	777
Temporary Agency	11	21	10	46.1%	40	11	21	10	46.1%	40
Benefits	98	123	24	19.7%	163	92	123	31	25.3%	163
Professional Fees	53	59	6	9.5%	87	53	59	6	9.5%	87
Supplies	85	89	4	4.1%	167	85	89	4	4.1%	167
Purchased Services	60	67	7	10.0%	119	60	67	7	10.0%	119
Rents and Leases	25	26	1	2.4%	30	25	26	1	2.4%	30
Utilities and Telephone	9	10	1	12.7%	17	9	10	1	12.7%	17
Insurance	4	4	0	7.1%	9	4	4	0	7.1%	9
Depreciation and Amortization	10	10	0	1.7%	17	10	10	0	1.7%	17
Other Operating Expenses	11	15	4	27.5%	21	11	13	2	17.7%	21
Total Expenses	757	833	76	9.1%	1,446	750	831	81	9.7%	1,446
Operating Gain / (Loss)	(96)	(98)	2	1.7%	(208)	(89)	(96)	7	-7.1%	(208)
Non-Operating Income / (Expense)										
Parcel Taxes	52	57	(5)	-9.1%	123	52	57	(5)	-9.1%	123
Investment Income	0	-	0	0.0%	0	0	-	0	0.0%	0
Interest Expense	(1)	(2)	1	38.0%	(2)	(1)	(2)	1	-38.0%	(2)
Other Income / (Expense)	3	5	(2)	-38.7%	7	3	5	(2)	-38.7%	7
Net Non-Operating Income / (Expense)	54	60	(6)	-10.5%	128	54	60	(6)	-10.5%	128
Excess of Revenues Over Expenses	\$ (42)	\$ (37)	\$ (5)	12.6%	\$ (80)	\$ (35)	\$ (35)	\$ 0	-1.2%	\$ (80)

Wound Care - Statement of Operations
July 31, 2013

	Current Month				Year-to-Date			
	Actual	Budget	Variance	%	Actual	Budget	Variance	%
Clinic Visits	446	350	96	27.4%	446	350	96	27.4%
Revenue								
Gross Revenue	966,906	689,761	277,145	40.2%	966,906	689,761	277,145	40.2%
Deductions from Revenue	<u>754,187</u>	<u>531,392</u>	<u>222,795</u>		<u>754,187</u>	<u>531,392</u>	<u>222,795</u>	
Net Revenue	<u>212,719</u>	<u>158,369</u>	<u>54,350</u>		<u>212,719</u>	<u>158,369</u>	<u>54,350</u>	
Expenses								
Salaries	18,609	15,898	(2,711)	-17.1%	18,609	15,898	(2,711)	-17.1%
Benefits	4,678	4,749	70	1.5%	4,678	4,749	70	1.5%
Professional Fees	95,935	73,306	(22,629)	-30.9%	95,935	73,306	(22,629)	-30.9%
Supplies	30,607	28,239	(2,368)	-8.4%	30,607	28,239	(2,368)	-8.4%
Purchased Services	4,593	4,000	(593)	-14.8%	4,593	4,000	(593)	-14.8%
Rents and Leases	6,123	5,686	(437)	-7.7%	6,123	5,686	(437)	-7.7%
Depreciation	8,834	8,685	(149)	-1.7%	8,834	8,685	(149)	-1.7%
Other	<u>1,706</u>	<u>2,079</u>	<u>373</u>	<u>17.9%</u>	<u>1,706</u>	<u>2,079</u>	<u>373</u>	<u>17.9%</u>
Total Expenses	<u>171,085</u>	<u>142,642</u>	<u>(28,444)</u>	<u>-19.9%</u>	<u>171,085</u>	<u>142,642</u>	<u>(28,444)</u>	<u>-19.9%</u>
Excess of Revenue over Expenses	<u>41,634</u>	<u>15,727</u>	<u>25,907</u>	<u>164.7%</u>	<u>41,634</u>	<u>15,727</u>	<u>25,907</u>	<u>164.7%</u>

City of Alameda Health Care District
Waters Edge Skilled Nursing - Statement of Operations
July 31, 2013

	Current Month				Year-to-Date			
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
Patient Days								
Medicare	376	502	(126)	-25.1%	376	502	(126)	-25.1%
Medi-Cal	2,928	2,576	352	13.7%	2,928	2,576	352	13.7%
Managed Care	43	68	(25)	-36.8%	43	68	(25)	-36.8%
Self Pay/Other	<u>97</u>	<u>202</u>	<u>(105)</u>	<u>-52.0%</u>	<u>97</u>	<u>202</u>	<u>(105)</u>	<u>-52.0%</u>
Total	3,444	3,348	96	2.9%	3,444	3,348	96	2.9%
Revenue								
Routine Revenue	2,731,416	2,613,836	117,580	4.5%	2,731,416	2,613,836	117,580	4.5%
Ancillary Revenue	<u>420,325</u>	<u>286,476</u>	<u>133,849</u>	<u>46.7%</u>	<u>420,325</u>	<u>286,476</u>	<u>133,849</u>	<u>46.7%</u>
Total Gross Revenue	3,151,741	2,900,312	251,429	8.7%	3,151,741	2,900,312	251,429	8.7%
Deductions from Revenue	<u>1,913,072</u>	<u>1,670,580</u>	<u>(242,492)</u>	<u>-14.5%</u>	<u>1,913,072</u>	<u>1,670,580</u>	<u>(242,492)</u>	<u>-14.5%</u>
Net Revenue	<u>1,238,669</u>	<u>1,229,732</u>	<u>8,937</u>	<u>0.7%</u>	<u>1,238,669</u>	<u>1,229,732</u>	<u>8,937</u>	<u>0.7%</u>
Expenses								
Salaries	467,277	474,565	7,288	1.5%	467,277	474,565	7,288	1.5%
Temporary Agency	12,203	20,067	7,864	-100.0%	12,203	20,067	7,864	-100.0%
Benefits	98,699	97,307	(1,391)	-1.4%	98,699	97,307	(1,391)	-1.4%
Professional Fees	3,891	5,200	1,309	25.2%	3,891	5,200	1,309	25.2%
Supplies	67,245	63,381	(3,864)	-6.1%	67,245	63,381	(3,864)	-6.1%
Purchased Services	119,938	129,300	9,362	7.2%	119,938	129,300	9,362	7.2%
Rents and Leases	77,043	75,400	(1,643)	-2.2%	77,043	75,400	(1,643)	-2.2%
Utilities	12,207	11,767	(440)	-3.7%	12,207	11,767	(440)	-3.7%
Insurance	-	2,392	2,392	100.0%	-	2,392	2,392	100.0%
Other	<u>11,851</u>	<u>16,308</u>	<u>4,457</u>	<u>27.3%</u>	<u>11,851</u>	<u>16,308</u>	<u>4,457</u>	<u>27.3%</u>
Total Expenses	<u>870,354</u>	<u>895,687</u>	<u>25,334</u>	<u>2.8%</u>	<u>870,354</u>	<u>895,687</u>	<u>25,334</u>	<u>2.8%</u>
Excess of Revenue over Expenses	<u>368,315</u>	<u>334,045</u>	<u>34,270</u>		<u>368,315</u>	<u>334,045</u>	<u>34,270</u>	
check total	771,655	798,380			771,655	798,380		

City of Alameda Health Care District
Orthopedic Clinic - Statement of Operations
July 31, 2013

	Current Month				Year-to-Date			
	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>	<u>Actual</u>	<u>Budget</u>	<u>Variance</u>	<u>%</u>
Clinic Visits	260	302	(42)	-13.9%	260	302	(42)	-13.9%
Revenue								
Gross Revenue	92,476	128,652	(36,176)	-28.1%	92,476	128,652	(36,176)	-28.1%
Deductions from Revenue	<u>50,501</u>	<u>90,069</u>	<u>(39,568)</u>		<u>50,501</u>	<u>90,069</u>	<u>(39,568)</u>	
Net Revenue	<u>41,975</u>	<u>38,583</u>	<u>3,392</u>		<u>41,975</u>	<u>38,583</u>	<u>3,392</u>	
Expenses								
Salaries	32,402	32,903	501	1.5%	32,402	32,903	501	1.5%
Benefits	8,146	9,828	1,682	17.1%	8,146	9,828	1,682	17.1%
Professional Fees	24,577	25,000	423	1.7%	24,577	25,000	423	1.7%
Supplies	1,293	3,467	2,174	62.7%	1,293	3,467	2,174	62.7%
Purchased Services	4,282	6,083	1,801	29.6%	4,282	6,083	1,801	29.6%
Rents and Leases	4,660	4,667	7	0.1%	4,660	4,667	7	0.1%
Depreciation	-	-	-	0.0%	-	-	-	0.0%
Other	1,049	2,608	1,559	59.8%	1,049	2,608	1,559	59.8%
Total Expenses	<u>76,409</u>	<u>84,556</u>	<u>8,147</u>	<u>9.6%</u>	<u>76,409</u>	<u>84,556</u>	<u>8,147</u>	<u>9.6%</u>
Excess of Revenue over Expenses	<u>(34,434)</u>	<u>(45,973)</u>	<u>11,539</u>	<u>25.1%</u>	<u>(34,434)</u>	<u>(45,973)</u>	<u>11,539</u>	<u>25.1%</u>
<u>Hospital Based Activity:</u>								
Inpatient Days	25	22	3	13.6%	25	22	3	13.6%
Inpatient Surgeries	2	5	(3)	-60.0%	2	5	(3)	-60.0%
Outpatient Surgeries	5	9	(4)	-44.4%	5	9	(4)	-44.4%
Therapy Referred Visits	230	175	55	31.4%	230	175	55	31.4%
Imaging Referred Procedures	128	110	18	16.4%	128	110	18	16.4%
Inpatient Gross Charges	426,237	309,500	116,737	37.7%	426,237	309,500	116,737	37.7%
Inpatient Net Revenue	<u>41,215</u>	<u>69,500</u>	<u>(28,285)</u>	<u>-40.7%</u>	<u>41,215</u>	<u>69,500</u>	<u>(28,285)</u>	<u>-40.7%</u>
Outpatient Gross Charges	456,739	305,755	150,984	49.4%	456,739	305,755	150,984	49.4%
Outpatient Net Revenue	<u>77,646</u>	<u>66,893</u>	<u>10,753</u>	<u>16.1%</u>	<u>77,646</u>	<u>66,893</u>	<u>10,753</u>	<u>16.1%</u>
Total Gross Charges	882,976	615,255	267,721	43.5%	882,976	615,255	267,721	43.5%
Total Net Revenue	<u>118,861</u>	<u>136,393</u>	<u>(17,532)</u>	<u>-12.9%</u>	<u>118,861</u>	<u>136,393</u>	<u>(17,532)</u>	<u>-12.9%</u>

City of Alameda Health Care District
1206b Clinic - Statement of Operations
July 31, 2013

	Current Month				Year-to-Date			
	Actual	Budget	Variance	%	Actual	Budget	Variance	%
Clinic Visits								
Primary Care	102				102			
Surgery	63				63			
Neurology	28				28			
Total Visits	<u>193</u>				<u>193</u>			
Revenue								
Gross Revenue	73,628	129,400	(55,772)	-43.1%	73,628	129,400	(55,772)	-43.1%
Deductions from Revenue	<u>40,834</u>	<u>77,650</u>	<u>(36,816)</u>		<u>40,834</u>	<u>77,650</u>	<u>(36,816)</u>	
Net Revenue	<u>32,794</u>	<u>51,750</u>	<u>(18,956)</u>		<u>32,794</u>	<u>51,750</u>	<u>(18,956)</u>	
Expenses								
Salaries	31,669	24,978	(6,691)	-26.8%	31,669	24,978	(6,691)	-26.8%
Temporary Agency	-	-	-	-100.0%	-	-	-	-100.0%
Benefits	7,962	7,461	(501)	-6.7%	7,962	7,461	(501)	-6.7%
Professional Fees	3,774	18,000	14,226	79.0%	3,774	18,000	14,226	79.0%
Supplies	6,567	1,356	(5,211)	-384.3%	6,567	1,356	(5,211)	-384.3%
Purchased Services	8,075	6,468	(1,607)	-24.8%	8,075	6,468	(1,607)	-24.8%
Rents and Leases	15,194	12,661	(2,533)	-20.0%	15,194	12,661	(2,533)	-20.0%
Depreciation	494	182	(312)	-171.4%	494	182	(312)	-171.4%
Other	<u>6,094</u>	<u>5,167</u>	<u>(927)</u>	<u>-17.9%</u>	<u>6,094</u>	<u>5,167</u>	<u>(927)</u>	<u>-17.9%</u>
Total Expenses	<u>79,829</u>	<u>76,273</u>	<u>(3,556)</u>	<u>-4.7%</u>	<u>79,829</u>	<u>76,273</u>	<u>(3,556)</u>	<u>-4.7%</u>
Excess of Revenue over Expenses	<u>(47,035)</u>	<u>(24,523)</u>	<u>(22,512)</u>	<u>91.8%</u>	<u>(47,035)</u>	<u>(24,523)</u>	<u>(22,512)</u>	<u>91.8%</u>

Note:

Clinic Hours by Physician

Dr. Celada - M,W,F Mornings only

Dr. Brimer - M & Th full days, plus T Mornings

Dr. Dutaret - T & W full days

City of Alameda Health Care District
Statement of Cash Flows
For the One Month Ended July 31, 2013

	<u>Current Month</u>	<u>Year-to-Date</u>
Cash flows from operating activities		
Net Income / (Loss)	\$ (383,965)	\$ (383,965)
Items not requiring the use of cash:		
Depreciation and amortization	87,577	\$ 87,577
Write-off of Kaiser liability	-	\$ -
Changes in certain assets and liabilities:		
Patient accounts receivable, net	1,139,352	1,139,352
Other Receivables	50,946	50,946
Third-Party Payer Settlements Receivable	(25,100)	(25,100)
Inventories	(9,237)	(9,237)
Prepays and Other	(122,011)	(122,011)
Accounts payable and accrued liabilities	(737,689)	(737,689)
Payroll Related Accruals	249,527	249,527
Employee Health Plan Accruals	(6,149)	(6,149)
Deferred Revenues	(477,327)	(477,327)
Cash provided by (used in) operating activities	<u>(234,075)</u>	<u>(234,076)</u>
Cash flows from investing activities		
(Increase) Decrease in Assets Limited As to Use	(11,023)	(11,023)
Additions to Property, Plant and Equipment	(35,966)	(35,966)
Other	383,965	383,965
Cash provided by (used in) investing activities	<u>336,976</u>	<u>336,976</u>
Cash flows from financing activities		
Net Change in Long-Term Debt	1,847,887	1,847,887
Net Change in Restricted Funds	(372,941)	(372,941)
Cash provided by (used in) financing and fundraising activities	<u>1,474,945</u>	<u>1,474,945</u>
Net increase (decrease) in cash and cash equivalents	1,577,846	1,577,846
Cash and cash equivalents at beginning of period	4,861,959	4,861,959
Cash and cash equivalents at end of period	<u>\$ 6,439,806</u>	<u>\$ 6,439,806</u>

**City of Alameda Health Care District
Ratio's Comparison**

Financial Ratios	<u>Audited Results</u>			<u>Unaudited</u>	<u>YTD</u>
	FY 2010	FY 2011	FY 2012	FY 2013	7/31/2013
<u>Profitability Ratios</u>					
Net Patient Revenue (%)	24.16%	23.58%	22.90%	23.34%	23.15%
Earnings Before Depreciation, Interest, Taxes and Amortization (EBITA)	4.82%	-1.01%	-1.48%	-1.48%	-1.48%
EBIDAP ^{Note 5}	-3.66%	-13.41%	-11.22%	-9.39%	-12.59%
Total Margin	2.74%	-2.61%	-3.21%	-3.13%	-6.33%
<u>Liquidity Ratios</u>					
Current Ratio	1.23	1.05	0.96	0.89	0.89
Days in accounts receivable ,net	51.83	46.03	55.21	60.35	56.53
Days cash on hand (with restricted)	21.6	14.1	17.7	21.8	30.0
<u>Debt Ratios</u>					
Cash to Debt	249.0%	123.3%	123.56%	210.11%	156.17%
Average pay period (includes payroll)	57.11	62.68	72.94	78.69	77.84
Debt service coverage	5.98	(0.70)	(0.53)	(1.21)	(0.12)
Long-term debt to fund balance	0.14	0.18	0.28	0.33	0.49
Return on fund balance	18.87%	-19.21%	-27.35%	-48.16%	-8.77%
Debt to number of beds	10,482	11,515	16,978	9,728	9,728

**City of Alameda Health Care District
Ratio's Comparison**

Financial Ratios	Audited Results			Unaudited	YTD
	FY 2010	FY 2011	FY 2012	FY 2013	7/31/2013
Patient Care Information					
Bed Capacity	161	161	161	281	281
Patient days(all services)	30,607	30,270	30,448	66,645	6,004
Patient days (acute only)	10,579	10,443	10,880	11,559	771
Discharges(acute only)	2,802	2,527	2,799	2,838	215
Average length of stay (acute only)	3.78	4.13	3.89	4.07	3.59
Average daily patients (all sources)	83.85	82.93	83.19	182.59	193.68
Occupancy rate (all sources)	52.08%	51.51%	51.67%	64.98%	68.92%
Average length of stay	3.78	4.13	3.89	4.07	3.59
Emergency Visits	17,624	16,816	16,964	17,175	1,357
Emergency visits per day	48.28	46.07	46.35	47.05	43.77
Outpatient registrations per day ^{Note 1}	79.67	65.19	60.67	64.07	70.94
Surgeries per day - Total	13.46	6.12	6.12	5.52	5.52
Surgeries per day - excludes Kaiser	5.32	6.12	6.12	5.52	5.52

Notes:

1. Includes Kaiser Outpatient Surgical volume in Fiscal Years 2008, 2009 and through March 31, 2010.
2. In addition to these general requirements a feasibility report will be required.
3. Based upon Moody's FY 2008 preliminary single-state provider medians.
4. EBIDA - Earnings before Interest, Depreciation and Amortization
5. EBIDAP - Earnings before Interest, Depreciation and Amortization and Parcel Tax Proceeds

Glossary of Financial Ratios

Term	What is it? Why is it Important?	How is it calculated?
EBIDA	A measure of the organization's cash flow	Earnings before interest, depreciation, and amortization (EBIDA)
Operating Margin	Income derived from patient care operations	Total operating revenue less total operating expense divided by total operating revenue
Current Ratio	The number of dollars held in current assets per dollar of liabilities. A widely used measure of liquidity. An increase in this ratio is a positive trend.	Current assets divided by current liabilities
Days cash on hand	Measures the number of days of average cash expenses that the hospital maintains in cash or marketable securities. It is a measure of total liquidity, both short-term and long-term. An increasing trend is positive.	Cash plus short-term investments plus unrestricted long-term investments over total expenses less depreciation divided by 365.
Cash to debt	Measures the amount of cash available to service debt.	Cash plus investments plus limited use investments divided by the current portion and long-term portion of the organization's debt instruments.
Debt service coverage	Measures total debt service coverage (interest plus principal) against annual funds available to pay debt service. Does not take into account positive or negative cash flow associated with balance sheet changes (e.g. work down of accounts receivable). Higher values indicate better debt repayment ability.	Excess of revenues over expenses plus depreciation plus interest expense over principal payments plus interest expense.
Long-term debt to fund balance	Higher values for this ratio imply a greater reliance on debt financing and may imply a reduced ability to carry additional debt. A declining trend is positive.	Long-term debt divided by long-term debt plus unrestricted net assets.