



CITY OF ALAMEDA HEALTH CARE DISTRICT

**PUBLIC NOTICE**

**Finance and Management Committee**

**Thursday, February 27, 2014**

**7:30 a.m. – 9:00 a.m.**

**Location: Alameda Hospital (Conference Room C)\***

**\*PLEASE NOTE ROOM CHANGE**

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   | Lynn Bratchett, RN  |
| II.  | Action Items  |                     |
|      | A. Acceptance of January 30, 2014 Minutes [enclosure]                               | Lynn Bratchett, RN  |
|      | B. Recommendation to Accept January 2014 Unaudited Financial Statements [enclosure] | Kerry Easthope      |
| III. | Chief Financial Officer Report  | Kerry Easthope      |
| IV.  | Chief Executive Officer Report  | Deborah E. Stebbins |
|      | A. Affiliation Updates  |                     |
| V.   | Board / Committee / Staff Comments  |                     |
| VI.  | Adjournment   |                     |

**NEXT MEETING: March 27, 2014**



## Finance and Management Committee Minutes

January 30, 2014

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

TOPIC	DISCUSSION		ACTION   FOLLOW-UP
I. Call to Order	Director Deutsch called the meeting to order at 7:35 a.m.		
II. Action Items	A.	Acceptance of the November 21, 2013 Minutes	Dr. Sellman made a motion to approve the November 21, 2013 Minutes. Ms. Evans seconded the motion. The motion carried.
	B.	<p>Recommendation to Accept December 2013 Unaudited Financial Statements</p> <p>Mr. Easthope briefly reviewed a PowerPoint Presentation on the December 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"><li>• December Performance Overview</li><li>• Operating Expenses</li><li>• Balance Sheet Changes</li><li>• Financial Ratios</li><li>• YTD Key Variances</li><li>• Non-Productive Wage Analysis</li></ul>	Mr. Kofman made a motion to recommend acceptance of the December Unaudited Financial Statements by the Board of Directors. Mr. Bratchett seconded the motion. The motion carried.

		<p>October had a consolidated net operating gain of \$933,000 vs. a budgeted gain of \$138,000. The major contributor was the recognition of the CMS and Medi-Cal Electronic Health Record (EHR) incentive money.</p> <p>Copies of the presentation are available through Administration.</p>	
	C.	<p>Recommendation for Approval of FY 2014 Six Month (January – June 2014) Operating Budget</p> <p>Mr. Easthope and Ms. Silverman presented the Operating Budget for the 6 months January – June 2014. The presentation summarized the narrative and schedules that were included in the packet. Key areas included the following:</p> <ul style="list-style-type: none"> <li>• Budget process</li> <li>• Base Budget Programs and Initiatives</li> <li>• Strategic Initiatives – AHS Volume Impact</li> <li>• January – June Volume Assumptions – Acute Inpatient</li> <li>• January – June Volume Assumptions – Long Term Care</li> <li>• January – June Volume Assumptions – Outpatient</li> <li>• Combined Net Revenue – January - June 2014</li> <li>• Combined Labor and Benefit Expenses</li> <li>• Combined Non-Wage Expenses</li> <li>• Combined 6 Month Budget Comparison</li> <li>• Combined 6 Month Trend</li> </ul> <p>Combine numbers refers to the base budget and the anticipated volume from Alameda health System (AHS). Overall the consolidated base budget bottom line is budgeted at a loss of \$1,427,000. Mr. Easthope noted that this was an improvement of \$330,000 over the projected loss for the current projection period. With the additional volume from AHS the combined net loss is budgeted at \$648,000.</p>	<p>Mr. Bratchett made a motion to recommend approval of the FY 2014 Six Month (January – June 2014) Operating Budget as presented. Mr. Kofman seconded the motion. The motion carried.</p>
III. Chief Financial Officers Report	A.	<p>Cash Flow Forecast Update</p> <p>Mr. Easthope provided the committee a handout with updated cash flow projections through June 30, 2014 and reviewed the document in detail.</p>	<p>No action taken.</p>

IV. Chief Executive Officer Report	<p>A. Affiliation Updates</p> <p>Ms. Stebbins updated the committee on the progress towards affiliation. She noted that the due diligence process continues and the close, which was anticipated for the end of February, had been delayed. Integration teams have been meeting weekly to work out the details of the transition.</p> <p>Ms. Stebbins informed the committee that a tentative agreement with C.N.A. had been reached and gave kudos to Phyllis Weiss and C.N.A for their collaborative work in negotiating the contract.</p> <p>Ms. Stebbins also reported that off-site parking is being explored in anticipation of increased volume through the affiliation at Crown Beach Memorial Park/East Bay Regional Park District.</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 8:55 a.m.	

# THE CITY OF ALAMEDA HEALTH CARE DISTRICT

## ALAMEDA HOSPITAL

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### UNAUDITED FINANCIAL STATEMENTS

FOR THE PERIOD ENDING JANUARY 31, 2014

**CITY OF ALAMEDA HEALTH CARE DISTRICT  
ALAMEDA HOSPITAL  
JANUARY 31, 2014**

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# ALAMEDA HOSPITAL

## MANAGEMENT DISCUSSION AND ANALYSIS

### JANUARY 2014

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 January 31, 2014 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*

For the month of January, the Hospital experienced a combined net operating loss of \$706,000 against a budgeted loss of \$256,000. The major contributor to this loss is the lower acute discharges, higher than budget length of stay and higher health benefits claims as January was the last month in the plan year.

Net Patient Revenue was below budget as were acute discharges. Total expenses were \$7.6 million in January, which is \$70,000 or 0.9% above budget.

January had 209 acute discharges, which was 51 or 19.7% below budget of 260 and lower than January 2013 which had 276 acute discharges. Total acute patient days were 899 or 142 (13.6%) below budget. The acute ALOS was 4.3 compared to a budget of 4.0 resulting in higher patient days relative to discharges. Much of our inpatient reimbursement is now based on DRG or discharge based reimbursement. Subacute days were up 0.7%, skilled nursing days were up at South Shore by 7.6% and Waters Edge were up by 5.8%.

Overall outpatient activity was mixed again this month. Outpatient registrations were up 4.0%, Emergency Room visits were 151 or 10.0% above budget. The Wound Care program had 391 visits in January compared to a budget of 400, or 2.3% below budget, and outpatient surgeries were 15.6% below budget.

The overall Case Mix Index (CMI) in January was 1.4107, higher than prior month and also above the FY 2014 average of 1.3423.

Cash and cash equivalents were \$3.4 million at the end of January, down from prior month of \$6 million. Total cash collections in January were just over \$5.7 million down from the prior month of \$6.1 million.

#### **Year to Date:**

The net YTD loss is \$1,262,000 versus a budgeted net loss of \$1,348,000. The positive YTD results are due to EHR monies received last month.

Acute discharges are 169 under budget equal with the total discharges variance. Acute patient days were 291 under budget and Long Term Care patient days are 1,112 above budget. Emergency and Wound Care visits are 554 under and 418 above budget respectively. Outpatient registrations are 42 below budget and total surgeries are 53 (4.2%) below budget with the majority of this coming from outpatient cases.

Both inpatient and outpatient gross revenue are under budget (1.1%) mostly occurring in the last few months, and total net patient revenue is \$886,000 under budget (2.0%) with net clinic revenue is running \$103,000 under budget.

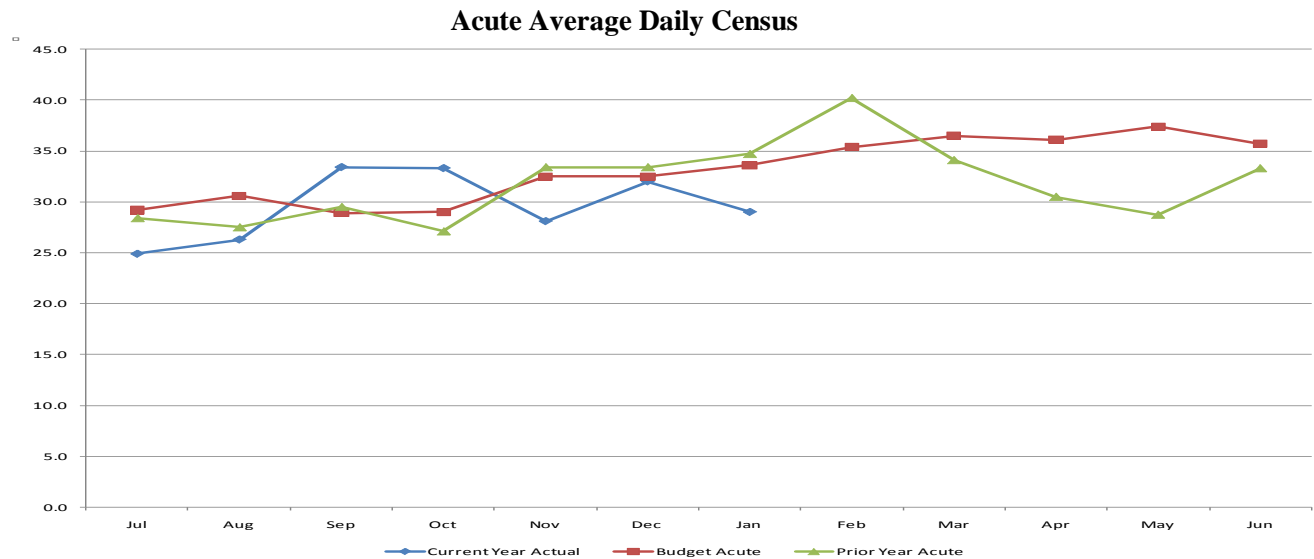
Total Operating Expenses are over budget by \$251,000 or (0.5%) with the most significant variance being Salaries \$699,000 above budget offset by Benefits expense being \$450,000 below budget.

## ACTIVITY

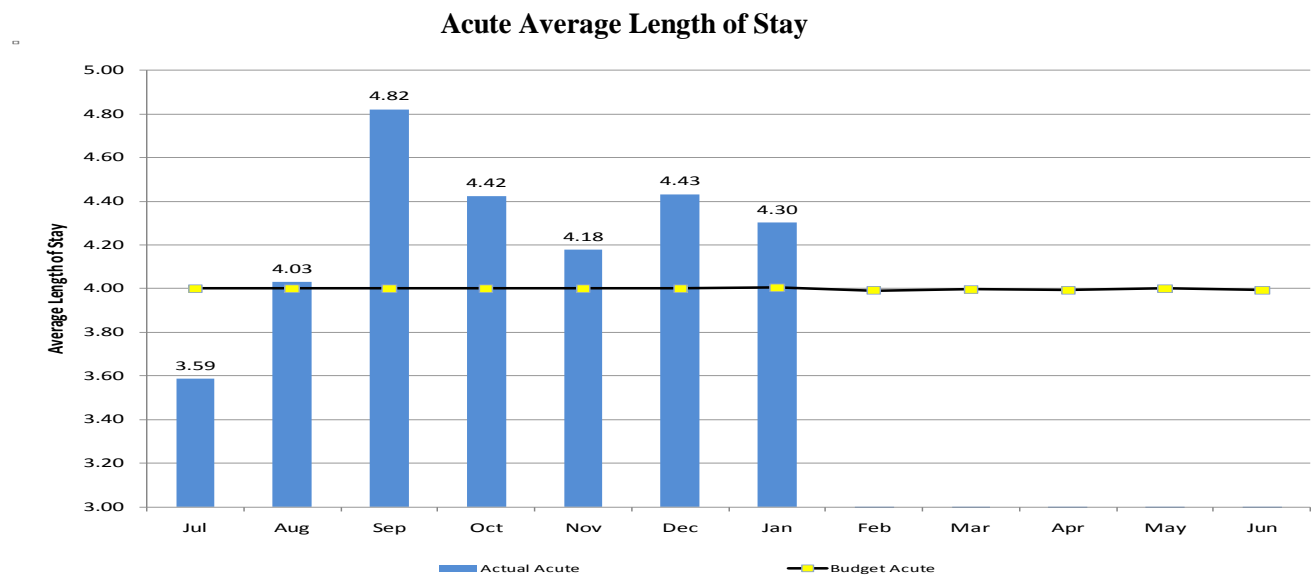
### ACUTE, SUBACUTE AND SNF SERVICES

Overall, patient days were above budget this month by 1.9%, but above January of last year by 4.4%. This month's acute days were below budget by 13.6%, Subacute was up 0.7%, South Shore was up 7.6% and Waters Edge was up 5.8%.

January's acute patient days were 142 days or 13.6% lower than budget for the month and 16.2% lower than January 2013. The acute care program is comprised of the Critical Care Unit (4.5 ADC, 8.6% below budget), Telemetry / Definitive Observation Unit (12.0 ADC, 1.3% below budget) and Med/Surg Unit (12.5 ADC, 24.3% below budget).



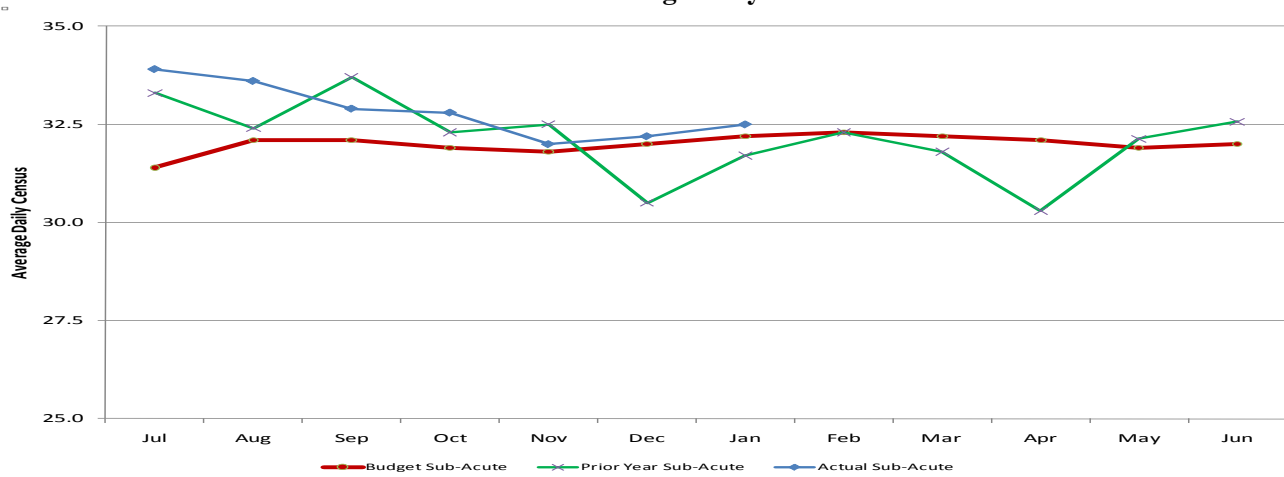
The acute Average Length of Stay (ALOS) decreased from last month of 4.43 to 4.30 in January and is above the budget of 4.00. Management receives daily report updates on those patients with length of stays greater than five and continues to work with case management and members of the medical staff, including discussions at the UM Committee to try and better manage these and other utilization concerns. Managing length of stay has become more critical as beginning in January acute Medi-Cal patients in the acute hospital begin getting paid on Medi-Cal DRG's. The graph below shows the ALOS by month compared to the budget.





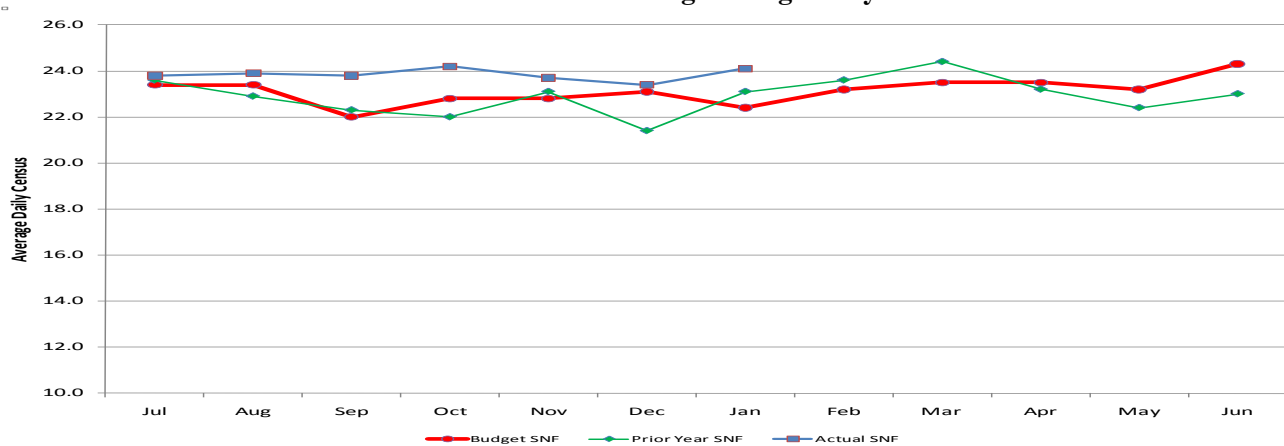
The Subacute program ADC of 32.45 was just above the budget by 0.23 ADC or 0.7%. The graph below shows the Subacute ADC for the current fiscal year as compared to budget and the prior year.

**Subacute Average Daily Census**



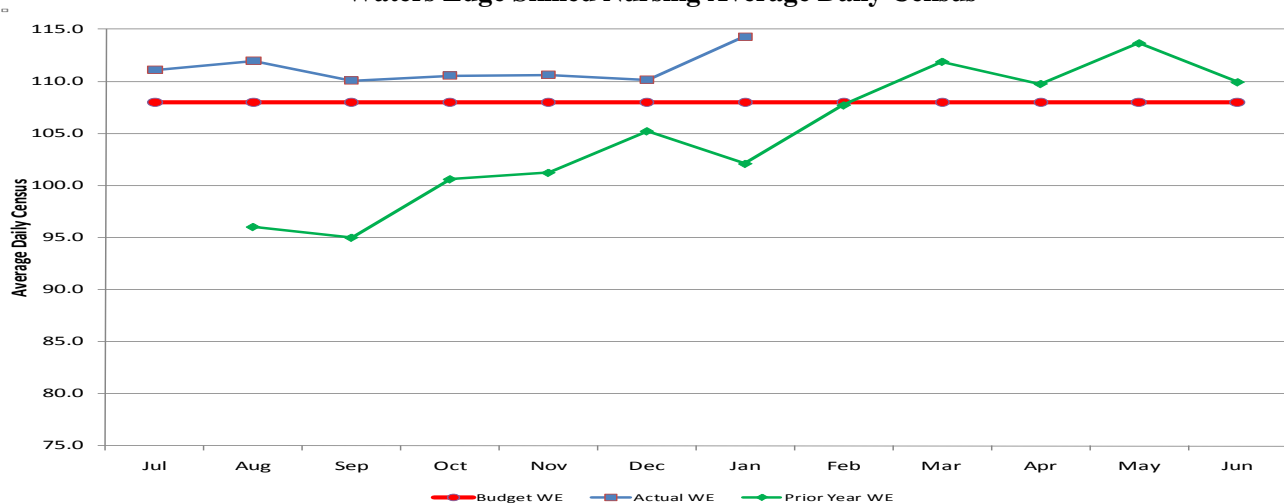
The South Shore ADC was above budget by 53 patient days (7.6%) for the month of January. The graph below shows the South Shore monthly ADC as compared to budget and the prior year. In January the number of Medicare A skilled patients was 3.26 ADC, above the 2.1 ADC in December but slightly below budget of 3.95.

**South Shore Skilled Nursing Average Daily Census**



Waters Edge census was 114.3 ADC or 5.8% above the budget of 108.0 in January. The Medicare census was 11.2 ADC above the 9.7 ADC in the prior month, and below the Medicare ADC budget of 16.2.

**Waters Edge Skilled Nursing Average Daily Census**

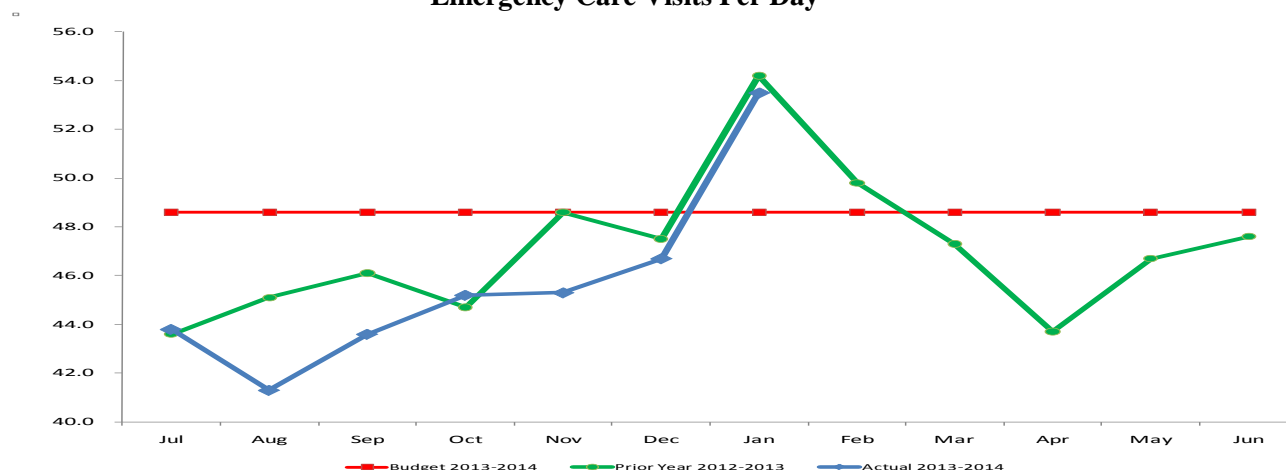


## **ANCILLARY SERVICES**

### **Outpatient Services**

Emergency Care Center (ECC) visits in January were 1,658, or 151 visits (10.0%) above the budget of 1,507. The inpatient admission rate from the ECC was 14.9% below the 17.4% in December as the acuity level of these higher visits did not require hospital admission. On a per day basis, the total visits represent an increase of 14.6% from the prior month daily average. In January, there were 296 ambulance arrivals versus 301 in the prior month. Of the 296 ambulance arrivals in the current month, 212 or 71.6% were from Alameda Fire Department (AFD).

**Emergency Care Visits Per Day**



Outpatient registrations totaled 2,143 or 4.0% above the budget. In January the number of patient visits were down in Occupational Therapy (25) and MRI (8). Visits were up in Laboratory (134), Physical Therapy (90), IV Therapy (38), Radiology (25) and Ultrasound (13). In January there were 130 Therapy visits and 134 Imaging procedures referred from the new orthopedic clinic, compared to 115 and 96 respectively in December.

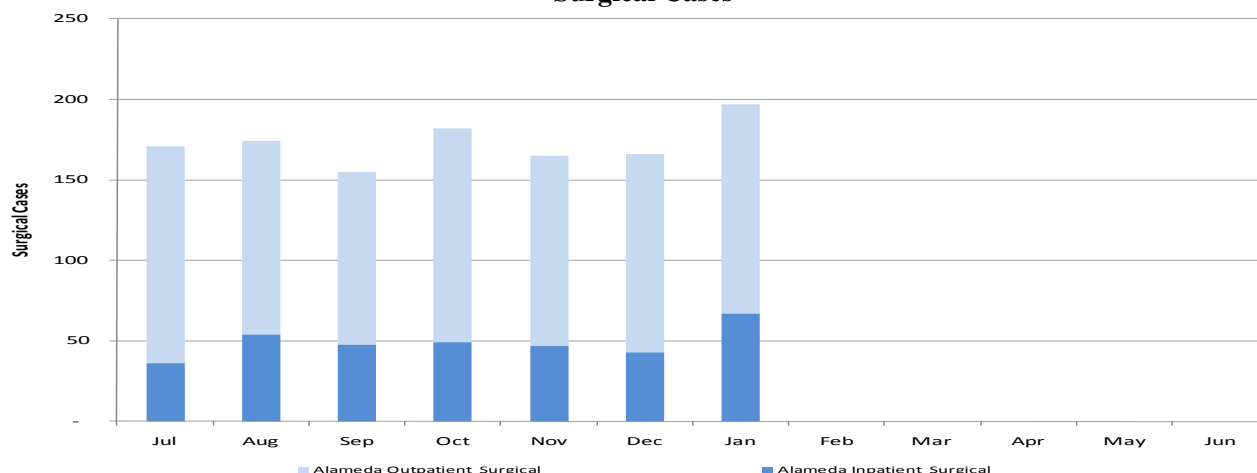
In January, Wound Care was just below the budget of 400 with 391 visits, or 2.3% under budget. Hyperbaric Oxygen treatments accounted for 28 of those visits, compared to 54 in December. In the early part of January, the clinic saw many patients heal their chronic wounds and no longer need the services of the Wound Care Clinic. However, later in the month a new group of patients started treatment and we are seeing the visits very close to budget in February.

### **Surgery**

The total number of surgery cases in January were 197 or 2.1% above the budget of 193 and above last year's case volume of 157. Inpatient cases of 67 were above the budget of 39 and outpatient was below budget by 24 (15.6%) at 130 cases. Included in the inpatient cases are a number of colonoscopies by our new physician - Dr. Kapila. Included in the total cases are 11 surgeries for our new general surgeon, Dr. Lee. In addition, Dr. Celada performed 13 surgeries compared to the 10 he performed in January 2013. Lastly, starting in January, we performed 24 outpatient surgeries from Alameda Health System hospital – 5 Orthopedic and 19 Pain Management. Below is the payer mix of these new cases.

AHS Surgeries	Quantity	Percent	Budget %
Medicare	3	12.5%	4.8%
Medicare Mgd	1	4.2%	0.0%
Medi-Cal	1	4.2%	24.2%
Medi-Cal Mgd/HPAC	18	75.0%	62.3%
Mgd Care	0	0.0%	1.7%
Self Pay	1	4.2%	7.0%
	<u>24</u>	<u>100.0%</u>	<u>100.0%</u>

### Surgical Cases



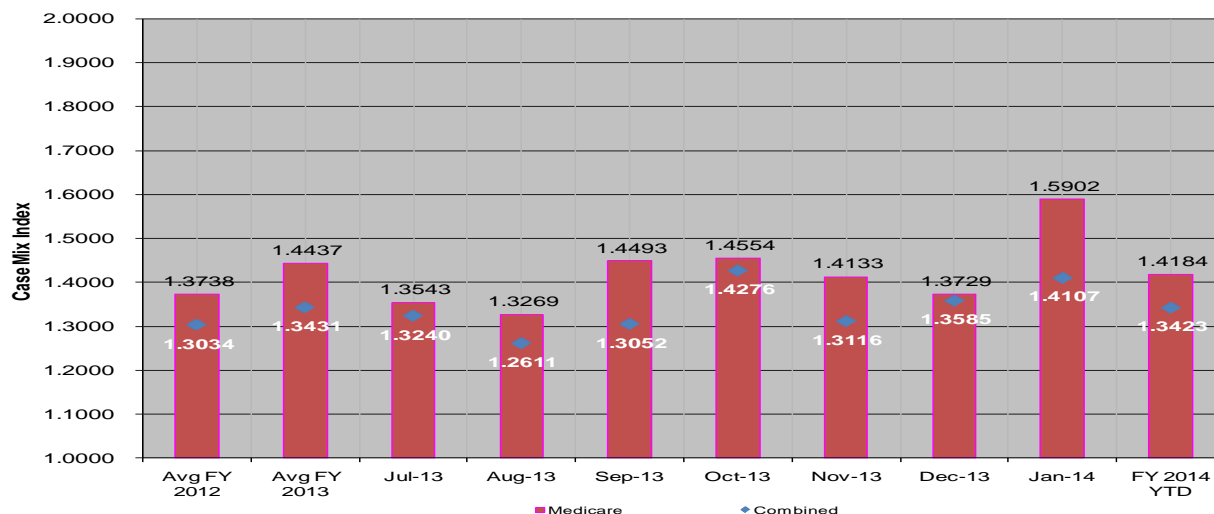
### Payer Mix

The Hospital's overall payer mix compared to budget is illustrated below. This is inclusive of the Waters Edge revenue. Also shown are the acute hospital reimbursement percents by payer.

	Total Payer Mix		Acute Reimb Percent	
	Jan Actual	Jan Budget	Inpatient	Outpatient
Medicare	47.8%	47.1%	22.3%	14.4%
Medi-Cal	29.8%	26.9%	22.1%	4.8%
Managed Care	13.3%	16.6%	24.5%	21.9%
Other	4.2%	3.0%	20.6%	7.9%
Commerical	0.6%	1.3%	29.3%	15.8%
Self-Pay	4.4%	5.1%	3.7%	4.7%
Total	100.0%	100.0%		
Skilled Nursing			41.0%	

### Case Mix Index

The Hospital's overall Case Mix Index (CMI) for January was 1.4107, up from the prior month of 1.3585 (3.84%). The Medicare CMI was 1.5902 in January, well above the prior month of 1.3729 (15.8%). 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 January were below the budget by \$158,000 or 0.5%. Inpatient gross revenues were \$228,000 below budget and outpatient gross revenues were above budget \$70,000. Acute inpatient days were 142 (13.6%) below budget and acute gross revenue was down 10%. Inpatient ancillary service charges were below budget in Imaging, Pharmacy and Respiratory Therapy yet Medical Supplies and Rehabilitation were above budget.

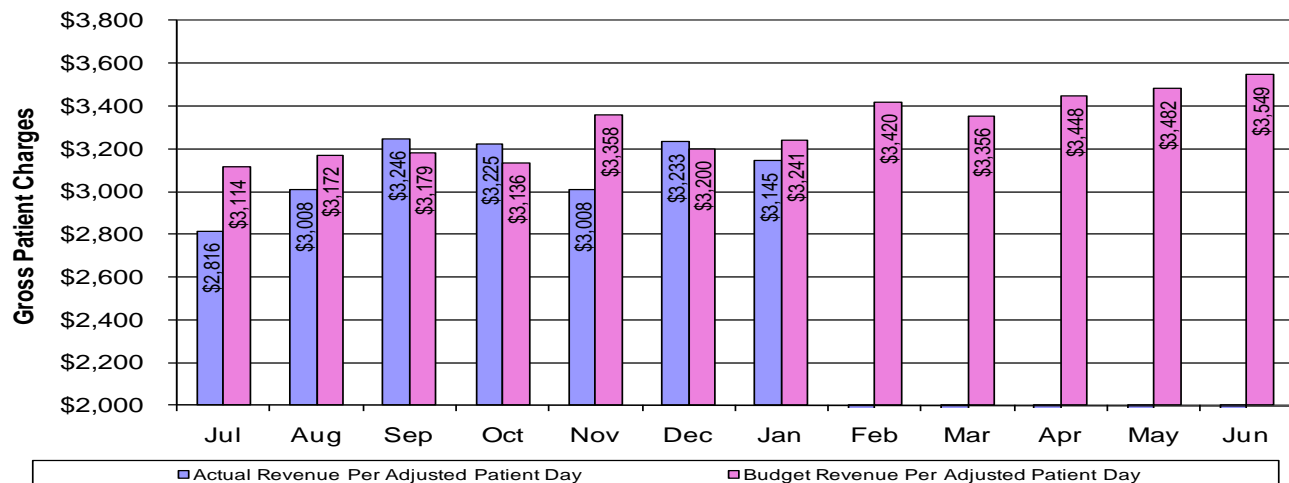
Waters Edge gross and net revenue were above budget in January consistent with the volume. The ancillary revenue was above budget 89.9% ( mostly attributed to therapy services) and the routine daily room and board revenue was above budget by 7.3%.

Outpatient gross revenues were higher than budget by \$70,000 (0.8%). Surgery, Medical Supplies, Laboratory, and Pharmacy were below budget while Emergency, IVT, Imaging and Rehab were above budget.

Wound Care volume was below budget 2.3% but the gross revenue was above budget by \$33,200 (4.2%), resulting in Net Revenue coming in \$8,000 (4.4%) above budget for the month. HBOT activity was down again from prior month. Much of the increase in Gross and Net Revenue was associated with the mix of patients.

On an adjusted patient day basis, total patient revenue was \$3,145 below the budget of \$3,241 for the month of January. 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 21.9% was realized. The higher acute length of stay results in higher Gross Charges relative to the expected reimbursement for medicare, medical and medicare managed care. In estimating monthly net revenue we do look at historical net to gross revenue by major financial class but also take into consideration the current month payor mix, discharges, and overall patient volumes.

Total Net Operating Revenue was just over \$6.4 million, \$383,000 under budget, or 5.6%. Most of this negative variance is due to acute discharges and acute patient days being under budget.

Waters Edge had Net Revenues of over \$1.3 million, \$141,000 or 11.9% above budget. Although the overall census was higher than budgeted, we again had fewer Medicare patients which was offset by a higher number of Medi-Cal days. The Medicare census is increasing.

Wound Care net revenue was \$8,000 (4.4%) above budget. While overall volume was just below budget, gross and net revenues were slightly higher than budget.

## *Expenses*

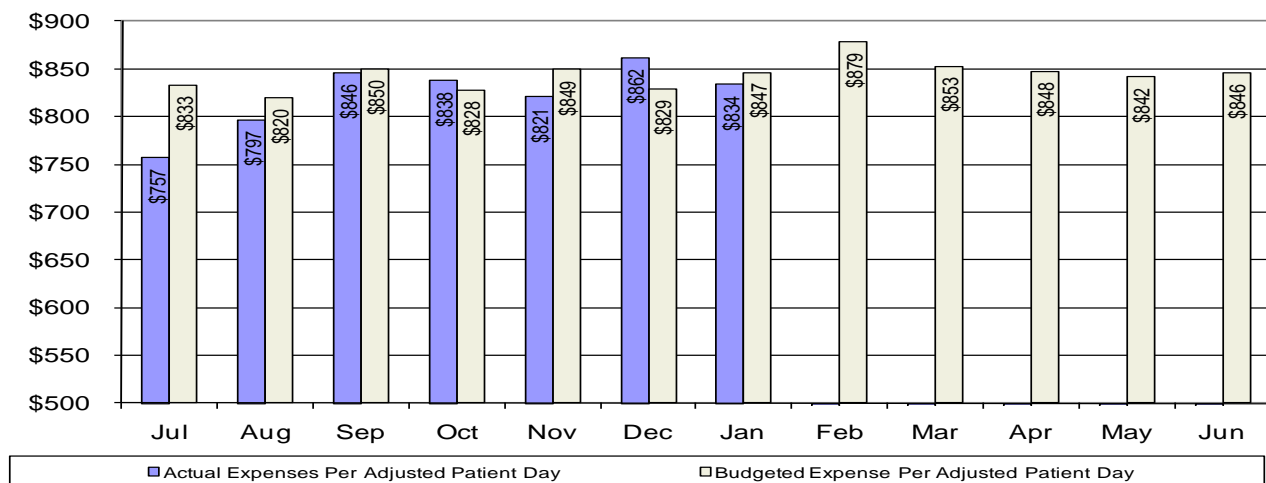
### Total Operating Expenses

Total operating expenses were \$7.6 million which was higher than the fixed budget by \$70,000 or 0.9%. We will discuss the variances of each major expense category in the following section.

Benefits, purchased services, rents and utilities were above budget while salaries, registry, supplies and other expenses were under budget. All other expense categories were reasonably close to budget.

The graph 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 favorable to the fixed budget by \$66,000 (1.6%). Total salaries are below budget \$57,000 and Registry (Temporary Agency Services) is below budget \$9,000.

The \$57,000 favorable salary expense variance is comprised of productive salaries being \$157,000 (4.8%) under budget and non-productive salaries were \$100,000 (19.1%) over budget.

**Productive Salaries:** Overall productive salaries were below budget, specifically in acute nursing (10.7%) due to lower census, surgical services (11.8%) which contributed to higher non-productive Stand-by pay, and other departments with vacant positions such as Nursing Admin, Quality and Pharmacy.

The use of overtime and double time premium pay is lower in January by approximately \$20,000 from the prior six month average, however, this is offset by the holiday pay, also paid at a premium, for the two holidays in January.

The productive salaries per adjusted patient day (APD) were \$344 compared to a budget of \$370. Total salaries per APD were \$412 compared to a budget of \$429 per APD.

**Non-productive salaries** being over budget due to higher sick time utilization (\$45,000) which is expenses when used, higher orientation expense (\$19,000) in the Lab, Case Mangement, Nuarsing, Surgery and Respiratory Therapy and higher Standby Pay (\$29,000) most of this coming from surgery as the department was closed or had reduced staffing on the two holidays. Partially off setting this variance, productive salaries for surgery were under budget by \$18,000 as a result of higher standby hours and pay. Although payroll expenses in these non-productive cagetories was high in January, we do anticipate these expenes will normalize throughout the remainder of the fiscal year and will continue to monitor each month.

Registry expense was under budget \$9,000. While there was extra usage of temporary help in Waters Edge, Rehab, Respiratory Therapy to replace vacant positions, registry usage in surgery, the emergency care center and acute nursing were all under budget.

### **Benefits**

Benefits were above the fixed budget by \$174,000. While these numbers fluctuate from month to month, health claim expense was much higher this month (\$164,000). In addition to a greater number of high cost claims, January is the last month of the plan year and there was exerted efforts by out Third Party Administrator to process all outstanding claims. This expense has been running under budget year to date and we did anticipate that this would normalize over the remainder of the fiscal year. PTO / Vacation utilization accrual was in line with budget.

### **Professional Fees**

Professional fees were under budget by \$8,000 or 1.7%. Emergency department on-call fees were slightly highet than budget as were fees related to pharmacy night hawk services. However, consulting and professional fees in Administration were less than anticipated resulting in an overall positive variance to budget.

### **Supplies**

Supplies expense were \$63,000 under budget. While many departments were close to budget, the negative variance in the Laboratory was offset by positive variances in Medical Supplies, Wound Care Clinic and Pharmacy.

### **Purchased Services**

Purchased services were above budget for the month of January by \$18,000 or 3.2%. While the Business Office and Engineering were below budget, EVs and Dietary had higher invoices from Sodexho which included a fifth week of service rather than the usual four weeks. Also the Cintas expense of document shredding was high and they are looking into alternate vendors for this service as this expense has increased over the past couple of months. In addition, the collection fees in the clinics were higher than normal as three months of expense were recorded in January. We had a glich in our internal processing of these invoices which has now been worked out.

### **Rents and Leases**

Rents and lease expense was \$20,000 over budget in the month. The primary variances are in Central Supply (mattress/bed rentals per physician orders), as well as rentals in the Laboratory, Respiratory Therapy and Nursing Administration. We will be purchase about 6 mattresses to eliminate the sustained need to rent. This will reduce our buedget variance going forward.

### **Other Operating Expense**

Other Operating Expenses were under budget this month by \$14,000 made up of many small positive variances throughout the hospital departments.

### **Depreciation Expense**

Depreciation Expenses was \$5,000 under budget. Overall depreciation was adjusted for the second half of the fiscal year for the projects that were completed and came "on line". It was anticipated that the Bulk Oxygen project would be complete in January, however, given unforeseen delays in completing this project, depreciation associated with this project will not begin until March.

## ***Balance Sheet***

Total assets decreased by \$2.3 million from the prior month. The following items make up the decrease in assets:

- Total unrestricted cash and cash equivalents for January decreased by \$2.6 million and days cash on hand including restricted use funds also decreased to 15.0 days cash on hand in January down from 26.1 days cash on hand in December.
- Net patient accounts receivable was \$11.2 million, just above the prior month of \$10.9 million
- Days in outstanding receivables were up to 54.8 at January month end, an increase from the December number of 53.04 days. Cash collections in January were \$5.7 million, lower than expected also contributing to the increase in patient accounts receivable. We anticipate collections to get caught up in February.
- Other Receivables remained consistent with the prior month.

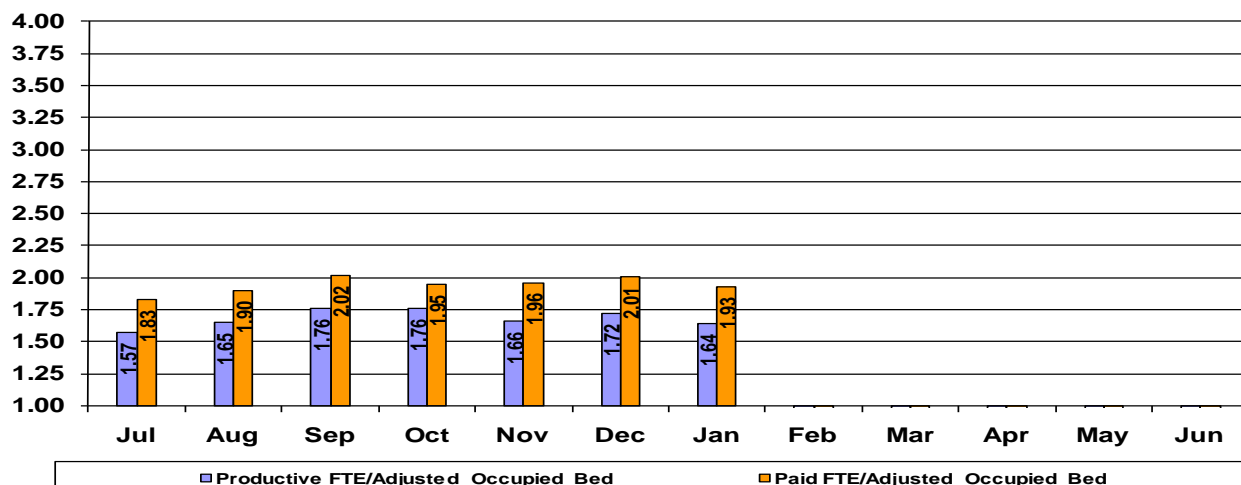
Overall, total liabilities decreased by \$1.6 million from the prior month:

- Accounts payable remained constant at \$11.9 million which equates to 157 AP Days, consistent with 157 days in December.
- Payroll related accruals decreased almost \$900,000 due to the timing the the pay periods in the month.
- Deferred revenues decreased by \$482,000 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 January decreased by \$42,000 as we continue to pay down current debt obligations.
- Third Party Payer Settlements decreased \$97,000 related to payment of the tentative FY 2013 medicare cost report settlement (\$76,000) and true-up for the FY 2009 medicare liability reserve which has been audited and closed.

## ***Key Statistics***

### **FTE's Per Adjusted Occupied Bed**

For the month of January Productive FTE's per Adjusted Occupied Bed were 1.64, below the budget of 1.75 FTE's. Paid FTE's per Adjusted Occupied Bed were 1.93 or 2.8% 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 January is 0.91 down from 0.96 in December.

**A/R days**

Net days in accounts receivable (A/R) are currently at 54.8. This is above the prior month of 53.04.

**Days Cash on Hand**

Days cash on hand for January were 15.0, a decrease from prior month of 26.1 due to reasons explained in prior sections.

The following pages include the detailed financial statements for the seven (7) months ended January 31, 2014, of Fiscal Year 2014.



**ALAMEDA HOSPITAL  
KEY STATISTICS  
JANUARY 2014**

	<u>ACTUAL JANUARY 2014</u>	<u>CURRENT FIXED BUDGET</u>	<u>VARIANCE (UNDER) OVER</u>	<u>%</u>	<u>JANUARY 2013</u>	<u>YTD JANUARY 2014</u>	<u>YTD FIXED BUDGET</u>	<u>VARIANCE</u>	<u>%</u>	<u>YTD JANUARY 2013</u>
<b>Discharges:</b>										
Total Acute	209	260	(51)	-19.7%	276	1,493	1,662	(169)	-10.1%	1,651
Total Sub-Acute	5	2	3	150.0%	3	12	19	(7)	-36.8%	18
Total South Shore	5	6	(1)	-16.7%	6	43	40	3	7.5%	41
Total Waters Edge	<u>20</u>	<u>15</u>	<u>5</u>	<u>33.3%</u>	<u>16</u>	<u>109</u>	<u>105</u>	<u>4</u>	<u>3.8%</u>	<u>86</u>
	239	283	(44)	-15.6%	301	1,657	1,826	(169)	-9.2%	1,796
<b>Patient Days:</b>										
Total Acute	899	1,041	(142)	-13.6%	1,077	6,355	6,646	(291)	-4.4%	6,572
Total Sub-Acute	1,006	999	7	0.7%	982	7,059	6,863	196	2.9%	6,947
Total South Shore	748	695	53	7.6%	716	5,126	4,911	215	4.4%	4,863
Total Waters Edge	<u>3,543</u>	<u>3,348</u>	<u>195</u>	<u>5.8%</u>	<u>3,165</u>	<u>23,921</u>	<u>23,220</u>	<u>701</u>	<u>3.0%</u>	<u>18,410</u>
	6,196	6,083	113	1.9%	5,940	42,461	41,640	821	2.0%	36,792
<b>Average Length of Stay</b>										
Total Acute	4.30	4.00	0.30	7.5%	3.90	4.26	4.00	0.26	6.4%	3.98
<b>Average Daily Census</b>										
Total Acute	29.00	33.58	(4.58)	-13.6%	34.74	29.56	30.91	(1.35)	-4.4%	30.57
Total Sub-Acute	32.45	32.23	0.23	0.7%	31.68	32.83	31.92	0.91	2.9%	32.31
Total South Shore	24.13	22.42	1.71	7.6%	23.10	23.84	22.84	1.00	4.4%	22.62
Total Waters Edge	<u>114.29</u>	<u>108.00</u>	<u>6.29</u>	<u>5.8%</u>	<u>102.10</u>	<u>111.26</u>	<u>108.00</u>	<u>3.26</u>	<u>3.0%</u>	<u>100.05</u>
	199.87	196.23	3.65	1.9%	191.61	197.49	193.67	(0.44)	-0.2%	185.55
<b>Emergency Room Visits</b>	1,658	1,507	151	10.0%	1,679	9,813	10,367	(554)	-5.3%	10,127
<b>Wound Care Clinic Visits</b>	391	400	(9)	-2.3%	356	2,918	2,500	418	16.7%	1,445
<b>Outpatient Registrations</b>	2,143	2,060	83	4.0%	2,040	14,342	14,384	(42)	-0.3%	13,220
<b>Surgery Cases:</b>										
Inpatient	67	39	28	71.8%	36	344	325	19	5.8%	287
Outpatient	<u>130</u>	<u>154</u>	<u>(24)</u>	<u>-15.6%</u>	<u>121</u>	<u>866</u>	<u>938</u>	<u>(72)</u>	<u>-7.7%</u>	<u>847</u>
	197	193	4	2.1%	157	1,210	1,263	(53)	-4.2%	1,134
<b>Adjusted Occupied Bed (AOB)</b>	295.28	288.85	6.43	2.2%	275.37	287.71	281.52	6.18	2.2%	245.68
<b>Productive FTE</b>	485.15	504.37	(19.22)	-3.8%	575.47	484.86	482.35	2.51	0.5%	449.70
<b>Total FTE</b>	570.37	574.19	(3.81)	-0.7%	543.21	559.83	553.75	6.08	1.1%	513.47
<b>Productive FTE/Adj. Occ. Bed</b>	1.64	1.75	(0.10)	-5.9%	2.09	1.69	1.71	(0.03)	-1.6%	1.83
<b>Total FTE/ Adj. Occ. Bed</b>	1.93	1.99	(0.06)	-2.8%	1.97	1.95	1.97	(0.02)	-1.1%	2.09

**City of Alameda Health Care District**  
**Statements of Financial Position**  
January 31, 2014

	<u>Current Month</u>	<u>Prior Month</u>	<u>Prior Year End</u>
<b>Assets</b>			
Current Assets:			
Cash and Cash Equivalents	\$ 3,397,429	\$ 6,030,658	\$ 4,861,959
Patient Accounts Receivable, net	11,232,028	10,888,119	12,041,516
Other Receivables	3,329,270	3,336,615	6,301,762
Third-Party Payer Settlement Receivables	-	-	-
Inventories	1,294,059	1,257,435	1,266,892
Prepays and Other	458,159	497,093	450,309
Total Current Assets	<u>19,710,945</u>	<u>22,009,920</u>	<u>24,922,439</u>
Assets Limited as to Use, net	264,920	255,946	189,755
<b>Fixed Assets</b>			
Land	877,945	877,945	877,945
Depreciable capital assets	47,792,361	46,072,101	45,422,895
Construction in progress	2,224,497	3,844,597	3,583,725
Depreciation	<u>(41,213,797)</u>	<u>(41,106,374)</u>	<u>(40,581,813)</u>
Property, Plant and Equipment, net	<u>9,681,006</u>	<u>9,688,270</u>	<u>9,302,752</u>
<b>Total Assets</b>	<b><u>\$ 29,656,871</u></b>	<b><u>\$ 31,954,136</u></b>	<b><u>\$ 34,414,946</u></b>
<b>Liabilities and Net Assets</b>			
Current Liabilities:			
Current Portion of Long Term Debt	\$ 2,001,630	\$ 2,043,741	\$ 826,007
Accounts Payable and Accrued Expenses	11,961,519	12,046,412	11,823,357
Payroll Related Accruals	4,718,959	5,605,565	5,195,271
Deferred Revenue	2,408,286	2,890,489	5,731,269
Employee Health Related Accruals	685,648	677,474	714,297
Third-Party Payer Settlement Payable	<u>2,397,029</u>	<u>2,493,785</u>	<u>3,796,593</u>
Total Current Liabilities	24,173,071	25,757,466	28,086,794
Long Term Debt, net	<u>1,870,145</u>	<u>1,886,323</u>	<u>1,578,289</u>
Total Liabilities	<u>26,043,215</u>	<u>27,643,789</u>	<u>29,665,083</u>
Net Assets:			
Unrestricted	3,348,736	4,054,401	4,350,108
Temporarily Restricted	<u>264,920</u>	<u>255,946</u>	<u>399,755</u>
Total Net Assets	<u>3,613,656</u>	<u>4,310,347</u>	<u>4,749,863</u>
<b>Total Liabilities and Net Assets</b>	<b><u>\$ 29,656,871</u></b>	<b><u>\$ 31,954,136</u></b>	<b><u>\$ 34,414,946</u></b>

**City of Alameda Health Care District**

**Statements of Operations**

January 31, 2014

\$'s in thousands

	Current Month					Year-to-Date				
	Actual	Budget	\$ Variance	% Variance	Prior Year	Actual	Budget	\$ Variance	% Variance	Prior Year
Patient Days	6,196	6,083	113	1.9%	5,940	42,461	41,640	821	2.0%	36,792
Discharges	239	283	(44)	-15.6%	301	1,657	1,825	(168)	-9.2%	1,796
ALOS (Average Length of Stay)	25.92	21.48	4.45	20.7%	19.73	25.63	22.82	2.80	12.3%	20.49
ADC (Average Daily Census)	199.9	196.2	3.65	1.9%	191.6	197.5	193.7	3.82	2.0%	171.1
CMI (Case Mix Index)	1.4107				1.2999	1.3423				1.3464
<b>Revenues</b>										
Gross Inpatient Revenues	\$ 19,484	\$ 19,712	\$ (228)	-1.2%	\$ 19,413	\$ 131,580	\$ 133,240	\$ (1,660)	-1.2%	\$ 123,920
Gross Outpatient Revenues	9,301	9,231	70	0.8%	8,496	59,901	60,369	(468)	-0.8%	54,106
Total Gross Revenues	28,785	28,943	(158)	-0.5%	27,910	191,481	193,609	(2,128)	-1.1%	178,025
Contractual Deductions	21,625	20,997	(627)	-3.0%	21,208	142,551	139,988	(2,562)	-1.8%	127,558
Bad Debts	798	1,102	304	27.6%	675	3,846	7,713	3,867	50.1%	8,200
Charity and Other Adjustments	45	133	88	66.3%	159	997	933	(64)	-6.8%	684
Net Patient Revenues	6,318	6,711	(393)	-5.9%	5,868	44,088	44,975	(886)	-2.0%	41,584
Net Patient Revenue %	21.9%	23.2%			21.0%	23.0%	23.2%			23.4%
Net Clinic Revenue	73	87	(15)	-17.1%	27	510	613	(103)	-16.8%	275
Other Operating Revenue	37	12	25	203.4%	383	1,511	85	1,427	1686.8%	440
<b>Total Revenues</b>	<b>6,427</b>	<b>6,810</b>	<b>(383)</b>	<b>-5.6%</b>	<b>6,278</b>	<b>46,109</b>	<b>45,672</b>	<b>437</b>	<b>1.0%</b>	<b>42,298</b>
<b>Expenses</b>										
Salaries	3,775	3,832	57	1.5%	3,626	25,754	25,038	(715)	-2.9%	23,581
Temporary Agency	148	157	9	5.8%	157	1,142	1,158	16	1.4%	1,251
Benefits	1,231	1,058	(174)	-16.4%	1,113	6,941	7,391	450	6.1%	6,398
Professional Fees	456	464	8	1.7%	443	3,336	3,472	136	3.9%	2,910
Supplies	854	917	63	6.9%	717	5,889	5,732	(156)	-2.7%	5,362
Purchased Services	569	552	(18)	-3.2%	861	3,896	3,979	84	2.1%	3,831
Rents and Leases	249	229	(20)	-8.7%	205	1,660	1,554	(106)	-6.8%	1,357
Utilities and Telephone	96	79	(16)	-20.8%	95	567	580	13	2.2%	537
Insurance	37	40	2	5.4%	35	249	268	19	7.1%	263
Depreciation and amortization	107	112	5	4.4%	72	633	608	(25)	-4.1%	508
Other Operating Expenses	106	120	14	11.6%	124	782	815	33	4.1%	719
<b>Total Expenses</b>	<b>7,630</b>	<b>7,561</b>	<b>(70)</b>	<b>-0.9%</b>	<b>7,448</b>	<b>50,848</b>	<b>50,597</b>	<b>(251)</b>	<b>-0.5%</b>	<b>46,716</b>
<b>Operating gain (loss)</b>	<b>(1,203)</b>	<b>(750)</b>	<b>(453)</b>	<b>-60.4%</b>	<b>(1,170)</b>	<b>(4,739)</b>	<b>(4,925)</b>	<b>187</b>	<b>-3.8%</b>	<b>(4,418)</b>
<b>Non-Operating Income / (Expense)</b>										
Parcel Taxes	482	482	-	0.0%	477	3,374	3,404	(29)	-0.9%	3,360
Investment Income	1	-	1	0.0%	1	12	-	12	0.0%	8
Interest Expense	(15)	(16)	0	2.2%	(16)	(106)	(109)	3	-2.8%	(78)
Other Income / (Expense)	30	28	2	7.0%	28	196	283	(87)	-30.7%	394
<b>Net Non-Operating Income / (Expense)</b>	<b>498</b>	<b>495</b>	<b>3</b>	<b>0.7%</b>	<b>490</b>	<b>3,477</b>	<b>3,578</b>	<b>(101)</b>	<b>-2.8%</b>	<b>3,684</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ (706)</b>	<b>\$ (256)</b>	<b>\$ (450)</b>	<b>175.9%</b>	<b>\$ (680)</b>	<b>\$ (1,262)</b>	<b>\$ (1,348)</b>	<b>\$ 86</b>	<b>-6.4%</b>	<b>\$ (734)</b>

**City of Alameda Health Care District**  
**Statements of Operations - Per Adjusted Patient Day**  
January 31, 2014

	Current Month					Year-to-Date				
	Actual	Budget	\$ Variance	% Variance	Prior Year	Actual	Budget	\$ Variance	% Variance	Prior Year
<b>Revenues</b>										
Gross Inpatient Revenues	\$ 2,129	\$ 2,207	\$ (79)	-3.6%	\$ 2,273	\$ 2,129	\$ 2,202	\$ (73)	-3.3%	\$ 2,344
Gross Outpatient Revenues	1,016	1,033	(17)	-1.7%	995	969	998	(28)	-2.8%	1,024
Total Gross Revenues	3,145	3,241	(96)	-3.0%	3,268	3,099	3,200	(101)	-3.2%	3,368
Contractual Deductions	2,362	2,351	(11)	-0.5%	2,483	2,307	2,314	7	0.3%	2,413
Bad Debts	87	123	36	29.4%	79	62	127	65	51.2%	155
Charity and Other Adjustments	5	15	10	67.2%	19	16	15	(1)	-4.6%	13
Net Patient Revenues	690	751	(61)	-8.1%	687	714	743	(30)	-4.0%	787
Net Patient Revenue %	21.9%	23.2%			21.0%	23.0%	23.2%			23.4%
Net Clinic Revenue	8	10	(2)	-19.1%	3	8	10	(2)	-18.5%	5
Other Operating Revenue	4	1	3	196.1%	45	24	1	23	1649.7%	8
<b>Total Revenues</b>	<b>702</b>	<b>763</b>	<b>(60)</b>	<b>-7.9%</b>	<b>735</b>	<b>746</b>	<b>755</b>	<b>(9)</b>	<b>-1.1%</b>	<b>800</b>
<b>Expenses</b>										
Salaries	412	429	17	3.9%	425	417	414	(3)	-0.7%	446
Temporary Agency	16	18	1	8.1%	18	18	19	1	3.4%	24
Benefits	135	118	(16)	-13.6%	130	105	122	17	13.7%	121
Professional Fees	50	52	2	4.1%	52	54	57	3	5.9%	55
Supplies	93	103	9	9.1%	84	95	95	(1)	-0.6%	101
Purchased Services	62	62	(0)	-0.7%	101	63	66	3	4.1%	72
Rents and Leases	27	26	(2)	-6.1%	24	27	26	(1)	-4.6%	26
Utilities and Telephone	10	9	(2)	-17.9%	11	9	10	0	4.3%	10
Insurance	4	4	0	7.7%	4	4	4	0	9.0%	5
Depreciation and Amortization	12	13	1	6.7%	8	10	10	(0)	-1.9%	10
Other Operating Expenses	12	13	2	13.7%	15	13	13	1	6.1%	14
<b>Total Expenses</b>	<b>834</b>	<b>847</b>	<b>13</b>	<b>1.5%</b>	<b>872</b>	<b>816</b>	<b>836</b>	<b>20</b>	<b>2.4%</b>	<b>884</b>
<b>Operating Gain / (Loss)</b>	<b>(131)</b>	<b>(84)</b>	<b>(47)</b>	<b>-56.5%</b>	<b>(137)</b>	<b>(70)</b>	<b>(81)</b>	<b>12</b>	<b>-14.3%</b>	<b>(84)</b>
<b>Non-Operating Income / (Expense)</b>										
Parcel Taxes	53	54	(1)	-2.4%	56	55	56	(2)	-2.9%	64
Investment Income	0	-	0	0.0%	0	0	-	0	0.0%	0
Interest Expense	(2)	(2)	0	4.6%	(2)	(2)	(2)	0	-4.8%	(1)
Other Income / (Expense)	3	3	0	4.4%	3	3	5	(2)	-32.1%	7
<b>Net Non-Operating Income / (Expense)</b>	<b>54</b>	<b>55</b>	<b>(1)</b>	<b>-1.8%</b>	<b>57</b>	<b>56</b>	<b>59</b>	<b>(3)</b>	<b>-4.8%</b>	<b>70</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ (77)</b>	<b>\$ (29)</b>	<b>\$ (48)</b>	<b>169.2%</b>	<b>\$ (80)</b>	<b>\$ (13)</b>	<b>\$ (22)</b>	<b>\$ 9</b>	<b>-39.9%</b>	<b>\$ (14)</b>

Wound Care - Statement of Operations  
January 31, 2014

	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	391	400	(9)	-2.3%	2,918	2,500	418	16.7%
Revenue								
Gross Revenue	821,537	788,299	33,238	4.2%	6,105,504	4,926,865	1,178,639	23.9%
Deductions from Revenue	<u>632,583</u>	<u>607,306</u>	<u>25,278</u>		<u>4,718,706</u>	<u>3,795,657</u>	<u>923,049</u>	
Net Revenue	<u>188,954</u>	<u>180,993</u>	<u>7,960</u>	4.4%	<u>1,386,798</u>	<u>1,131,208</u>	<u>255,590</u>	
Expenses								
Salaries	19,575	19,632	57	0.3%	142,428	119,458	(22,970)	-19.2%
Benefits	4,921	5,864	943	16.1%	39,206	35,682	(3,524)	-9.9%
Professional Fees	91,782	89,931	(1,851)	-2.1%	611,005	529,767	(81,238)	-15.3%
Supplies	25,100	46,572	21,472	46.1%	285,288	216,006	(69,282)	-32.1%
Purchased Services	5,412	6,500	1,088	16.7%	37,719	30,500	(7,219)	-23.7%
Rents and Leases	5,898	5,686	(212)	-3.7%	41,056	39,802	(1,254)	-3.2%
Depreciation	8,834	8,834	-	0.0%	61,838	60,944	(894)	-1.5%
Other	<u>1,640</u>	<u>2,079</u>	<u>439</u>	21.1%	<u>14,327</u>	<u>14,553</u>	<u>226</u>	1.6%
Total Expenses	<u>163,162</u>	<u>185,098</u>	<u>21,936</u>	11.9%	<u>1,232,867</u>	<u>1,046,712</u>	<u>(186,155)</u>	-17.8%
Excess of Revenue over Expenses	<u>25,791</u>	<u>(4,105)</u>	<u>29,896</u>	-728.3%	<u>153,931</u>	<u>84,496</u>	<u>69,435</u>	82.2%

City of Alameda Health Care District  
Waters Edge Skilled Nursing - Statement of Operations  
January 31, 2014

	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	346	502	(156)	-31.1%	2,124	3,482	(1,358)	-39.0%
Medi-Cal	3,005	2,576	429	16.7%	20,723	17,866	2,857	16.0%
Managed Care	70	68	2	2.9%	211	472	(261)	-55.3%
Self Pay/Other	<u>122</u>	<u>202</u>	<u>(80)</u>	<u>-39.6%</u>	<u>863</u>	<u>1,400</u>	<u>(537)</u>	<u>-38.4%</u>
Total	3,543	3,348	195	5.8%	23,921	23,220	701	3.0%
Revenue								
Routine Revenue	2,804,492	2,613,836	190,656	7.3%	19,041,298	18,128,218	913,080	5.0%
Ancillary Revenue	<u>368,513</u>	<u>194,082</u>	<u>174,431</u>	<u>89.9%</u>	<u>2,612,332</u>	<u>1,932,059</u>	<u>680,273</u>	<u>35.2%</u>
Total Gross Revenue	3,173,005	2,807,918	365,087	13.0%	21,653,630	20,060,277	1,593,353	7.9%
Deductions from Revenue	<u>1,841,361</u>	<u>1,617,361</u>	<u>(224,000)</u>	<u>-13.8%</u>	<u>12,741,248</u>	<u>11,534,384</u>	<u>(1,206,864)</u>	<u>-10.5%</u>
Net Revenue	<u>1,331,644</u>	<u>1,190,557</u>	<u>141,087</u>	<u>11.9%</u>	<u>8,912,382</u>	<u>8,525,893</u>	<u>386,489</u>	<u>4.5%</u>
Expenses								
Salaries	504,555	479,306	(25,249)	-5.3%	3,321,620	3,312,121	(9,499)	-0.3%
Temporary Agency	45,080	16,667	(28,413)	-100.0%	225,937	117,081	(108,856)	-100.0%
Benefits	102,258	97,670	(4,589)	-4.7%	682,589	680,398	(2,191)	-0.3%
Professional Fees	8,147	5,200	(2,947)	-56.7%	35,679	36,400	721	2.0%
Supplies	61,183	63,381	2,198	3.5%	502,923	440,465	(62,458)	-14.2%
Purchased Services	114,636	115,133	497	0.4%	802,374	890,933	88,559	9.9%
Rents and Leases	78,843	78,300	(543)	-0.7%	548,020	530,700	(17,320)	-3.3%
Utilities	16,323	11,766	(4,557)	-38.7%	69,913	82,366	12,453	15.1%
Insurance	-	2,392	2,392	100.0%	-	16,744	16,744	100.0%
Other	<u>13,990</u>	<u>16,308</u>	<u>2,318</u>	<u>14.2%</u>	<u>110,290</u>	<u>115,157</u>	<u>4,867</u>	<u>4.2%</u>
Total Expenses	<u>945,015</u>	<u>886,123</u>	<u>(58,893)</u>	<u>-6.6%</u>	<u>6,299,345</u>	<u>6,222,365</u>	<u>(76,980)</u>	<u>-1.2%</u>
Excess of Revenue over Expenses	<u>386,629</u>	<u>304,434</u>	<u>82,195</u>		<u>2,613,037</u>	<u>2,303,528</u>	<u>309,509</u>	

City of Alameda Health Care District  
Orthopedic Clinic - Statement of Operations  
January 31, 2014

	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	311	302	9	3.0%	1,734	2,114	(380)	-18.0%
Revenue								
Gross Revenue	74,029	128,652	(54,623)	-42.5%	519,459	900,564	(381,105)	-42.3%
Deductions from Revenue	<u>49,870</u>	<u>90,069</u>	<u>(40,199)</u>		<u>302,252</u>	<u>630,483</u>	<u>(328,231)</u>	
Net Revenue	<u>24,159</u>	<u>38,583</u>	<u>(14,424)</u>		<u>217,207</u>	<u>270,081</u>	<u>(52,874)</u>	
Expenses								
Salaries	25,718	25,591	(127)	-0.5%	203,325	223,015	19,690	8.8%
Benefits	6,466	7,644	1,179	15.4%	51,116	66,615	15,499	23.3%
Professional Fees	17,654	19,000	1,346	7.1%	159,347	169,000	9,653	5.7%
Supplies	1,868	1,083	(785)	-72.5%	7,772	21,885	14,113	64.5%
Purchased Services	10,081	5,000	(5,081)	-101.6%	26,870	41,498	14,628	35.2%
Rents and Leases	4,781	4,667	(114)	-2.4%	33,244	32,669	(575)	-1.8%
Depreciation	-	-	-	0.0%	-	-	-	0.0%
Other	<u>757</u>	<u>1,983</u>	<u>1,226</u>	<u>61.8%</u>	<u>13,662</u>	<u>17,631</u>	<u>3,969</u>	<u>22.5%</u>
Total Expenses	<u>67,325</u>	<u>64,968</u>	<u>(2,356)</u>	<u>-3.6%</u>	<u>495,336</u>	<u>572,313</u>	<u>76,977</u>	<u>13.5%</u>
Excess of Revenue over Expenses	<u>(43,166)</u>	<u>(26,385)</u>	<u>(16,780)</u>	<u>-63.6%</u>	<u>(278,129)</u>	<u>(302,232)</u>	<u>24,103</u>	<u>8.0%</u>
<u>Hospital Based Activity:</u>								
Inpatient Days	26	22	4	18.2%	222	154	68	44.2%
Inpatient Surgeries	7	5	2	40.0%	38	35	3	8.6%
Outpatient Surgeries	5	10	(5)	-50.0%	44	69	(25)	-36.2%
							-	
Therapy Referred Visits	130	175	(45)	-25.7%	1,036	1,225	(189)	-15.4%
Imaging Referred Procedures	134	110	24	21.8%	815	770	45	5.8%
Inpatient Gross Charges	<u>563,585</u>	<u>309,500</u>	<u>254,085</u>	<u>82.1%</u>	<u>4,160,849</u>	<u>2,166,500</u>	<u>1,994,349</u>	<u>92.1%</u>
Inpatient Net Revenue	<u>97,493</u>	<u>69,500</u>	<u>27,993</u>	<u>40.3%</u>	<u>723,522</u>	<u>486,500</u>	<u>237,022</u>	<u>48.7%</u>
Outpatient Gross Charges	<u>328,098</u>	<u>324,775</u>	<u>3,323</u>	<u>1.0%</u>	<u>2,650,422</u>	<u>2,254,405</u>	<u>396,017</u>	<u>17.6%</u>
Outpatient Net Revenue	<u>55,777</u>	<u>70,885</u>	<u>(15,108)</u>	<u>-21.3%</u>	<u>435,517</u>	<u>492,203</u>	<u>(56,686)</u>	<u>-11.5%</u>
Total Gross Charges	<u>891,683</u>	<u>634,275</u>	<u>257,408</u>	<u>40.6%</u>	<u>6,811,271</u>	<u>4,420,905</u>	<u>2,390,366</u>	<u>54.1%</u>
Total Net Revenue	<u>153,270</u>	<u>140,385</u>	<u>12,885</u>	<u>9.2%</u>	<u>1,159,039</u>	<u>978,703</u>	<u>180,336</u>	<u>18.4%</u>

City of Alameda Health Care District  
1206b Clinic - Statement of Operations  
January 31, 2014

	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								
Primary Care	128	138	(10)		652	964	(312)	
Surgery	126	53	73		547	373	174	
Neurology	22	31	(9)		197	217	(20)	
Total Visits	<u>276</u>	<u>222</u>	<u>54</u>	24.3%	<u>1,396</u>	<u>1,554</u>	<u>(158)</u>	-10.2%
Revenue								
Gross Revenue	149,634	129,400	20,234	15.6%	691,433	905,800	(214,367)	-23.7%
Deductions from Revenue	<u>101,251</u>	<u>77,650</u>	<u>23,601</u>		<u>406,894</u>	<u>543,550</u>	<u>(136,656)</u>	
Net Revenue	<u>48,383</u>	<u>51,750</u>	<u>(3,367)</u>		<u>284,539</u>	<u>362,250</u>	<u>(77,711)</u>	
Expenses								
Salaries	31,009	32,581	1,572	4.8%	210,758	236,954	26,196	11.1%
Temporary Agency	(65)	-	65	-100.0%	1,864	-	(1,864)	-100.0%
Benefits	7,796	9,732	1,936	19.9%	61,437	68,986	7,550	10.9%
Professional Fees	14,362	18,000	3,638	20.2%	96,526	126,000	29,474	23.4%
Supplies	2,150	1,840	(310)	-16.8%	36,312	9,976	(26,336)	-264.0%
Purchased Services	16,837	6,468	(10,369)	-160.3%	55,828	45,276	(10,552)	-23.3%
Rents and Leases	15,194	15,194	-	0.0%	106,358	91,160	(15,198)	-16.7%
Depreciation	494	207	(287)	-138.6%	3,458	1,299	(2,159)	-166.2%
Other	<u>5,343</u>	<u>3,500</u>	<u>(1,843)</u>	<u>-52.7%</u>	<u>43,690</u>	<u>34,503</u>	<u>(9,187)</u>	<u>-26.6%</u>
Total Expenses	<u>93,120</u>	<u>87,522</u>	<u>(5,598)</u>	<u>-6.4%</u>	<u>616,231</u>	<u>614,154</u>	<u>(2,076)</u>	<u>-0.3%</u>
Excess of Revenue over Expenses	<u>(44,737)</u>	<u>(35,772)</u>	<u>(8,965)</u>	25.1%	<u>(331,691)</u>	<u>(251,904)</u>	<u>(79,787)</u>	31.7%
Clinic Rental Income	<u>13,619</u>	<u>13,100</u>	<u>519</u>	4.0%	<u>95,068</u>	<u>91,700</u>	<u>3,368</u>	3.7%
Net 1206b Clinic	<u>(31,118)</u>	<u>(22,672)</u>	<u>(8,446)</u>	37.3%	<u>(236,623)</u>	<u>(160,204)</u>	<u>(76,419)</u>	47.7%

Note:

Clinic Hours by Physician

Dr. Celada (General Surgery) - M,W,F Mornings only

Dr. Lee (General Surgery) - T, Th Mornings only

Dr. Brimmer (Primary Care) - M & Th full days, plus T Mornings

Dr. Dutaret (Neurology) - W full days



**City of Alameda Health Care District**  
**Statement of Cash Flows**  
**For the Seven Months Ended January 31, 2014**

	<u>Current Month</u>	<u>Year-to-Date</u>
<b>Cash flows from operating activities</b>		
Net Income / (Loss)	\$ (705,663)	\$ (1,261,929)
Items not requiring the use of cash:		
Depreciation and amortization	107,422	\$ 632,957
Write-off of Kaiser liability	-	\$ -
Changes in certain assets and liabilities:		
Patient accounts receivable, net	(343,909)	809,488
Other Receivables	7,345	2,972,492
Third-Party Payer Settlements Receivable	(96,756)	(1,399,564)
Inventories	(36,625)	(27,167)
Prepays and Other	38,935	(7,849)
Accounts payable and accrued liabilities	(84,893)	138,162
Payroll Related Accruals	(886,606)	(476,312)
Employee Health Plan Accruals	8,174	(28,649)
Deferred Revenues	(482,203)	(3,322,983)
Cash provided by (used in) operating activities	<u>(2,474,779)</u>	<u>(1,971,354)</u>
<b>Cash flows from investing activities</b>		
(Increase) Decrease in Assets Limited As to Use	(8,974)	(75,165)
Additions to Property, Plant and Equipment	(100,158)	(1,011,211)
Other	(2)	260,557
Cash provided by (used in) investing activities	<u>(109,134)</u>	<u>(825,819)</u>
<b>Cash flows from financing activities</b>		
Net Change in Long-Term Debt	(58,290)	1,467,478
Net Change in Restricted Funds	8,974	(134,835)
Cash provided by (used in) financing and fundraising activities	<u>(49,316)</u>	<u>1,332,643</u>
Net increase (decrease) in cash and cash equivalents	(2,633,229)	(1,464,530)
<b>Cash and cash equivalents at beginning of period</b>	6,030,658	4,861,959
<b>Cash and cash equivalents at end of period</b>	<u><u>\$ 3,397,431</u></u>	<u><u>\$ 3,397,430</u></u>

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

Financial Ratios	Audited Results				YTD
	FY 2010	FY 2011	FY 2012	FY 2013	1/31/2014
<b><u>Profitability Ratios</u></b>					
Net Patient Revenue (%)	24.16%	23.58%	22.90%	23.34%	23.02%
Earnings Before Depreciation, Interest, Taxes and Amortization (EBITA)	4.82%	-1.01%	-1.48%	-1.48%	-1.48%
EBIDAP <sup>Note 5</sup>	-3.66%	-13.41%	-11.22%	-9.39%	-8.45%
Total Margin	2.74%	-2.61%	-3.21%	-3.13%	-2.74%
<b><u>Liquidity Ratios</u></b>					
Current Ratio	1.23	1.05	0.96	0.89	0.91
Days in accounts receivable ,net	51.83	46.03	55.21	60.35	54.77
Days cash on hand ( with restricted)	21.6	14.1	17.7	21.8	15.0
<b><u>Debt Ratios</u></b>					
Cash to Debt	249.0%	123.3%	123.56%	210.11%	94.59%
Average pay period (includes payroll)	57.11	62.68	72.94	78.69	74.20
Debt service coverage	5.98	(0.70)	(0.53)	(1.21)	(0.25)
Long-term debt to fund balance	0.14	0.18	0.28	0.33	0.52
Return on fund balance	18.87%	-19.21%	-27.35%	-48.16%	-34.92%
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				YTD
	FY 2010	FY 2011	FY 2012	FY 2013	1/31/2014
<b>Patient Care Information</b>					
Bed Capacity	161	161	161	281	281
Patient days( all services)	30,607	30,270	30,448	66,645	42,461
Patient days (acute only)	10,579	10,443	10,880	11,559	6,355
Discharges( acute only)	2,802	2,527	2,799	2,838	1,493
Average length of stay ( acute only)	3.78	4.13	3.89	4.07	4.26
Average daily patients (all sources)	83.85	82.93	83.19	182.59	197.49
Occupancy rate (all sources)	52.08%	51.51%	51.67%	64.98%	70.28%
Average length of stay	3.78	4.13	3.89	4.07	4.26
Emergency Visits	17,624	16,816	16,964	17,175	9,813
Emergency visits per day	48.28	46.07	46.35	47.05	45.64
Outpatient registrations per day <sup>Note 1</sup>	79.67	65.19	60.67	64.07	66.71
Surgeries per day - Total	13.46	6.12	6.12	5.52	5.63
Surgeries per day - excludes Kaiser	5.32	6.12	6.12	5.52	5.63

**Notes:**

1. Includes Kaiser Outpatient Sugercial 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 Amoritzation
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.