



**PUBLIC NOTICE**

**Finance and Management Committee**

**Thursday, March 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 Robert Deutsch, MD
  
- II. Action Items
  - A. Acceptance of February 27, 2014 Minutes [enclosure] Robert Deutsch, MD
  
  - B. Recommendation to Accept February 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: APRIL 24, 2014**



**Finance and Management Committee Minutes**

February 27, 2014

<b>Members Present:</b> (Voting)	Lynn Bratchett, RN, Acting Chair Emmons Collins, MD	Ann Evans (partial)	Ed Kofman
<b>Management Present:</b>	Deborah E. Stebbins Kerry J. Easthope	Richard Espinoza Mary Bond, RN	Karen Taylor, RN
<b>Ex Officio/Guests:</b>	N/A		
<b>Absent:</b>	Robert Deutsch, MD, Chair, William Sellman, MD, Katy Silverman		
<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 7:31 a.m.		
II. Action Items	A.	Acceptance of the January 30, 2014 Minutes	Ms. Evans made a motion to approve the January 30, 2014 Minutes. Mr. Kofman seconded the motion. The motion carried.
At 8:03 a.m. Ms. Evans left the meeting.			
	B.	<p>Recommendation to Accept January 2014 Unaudited Financial Statements</p> <p>Mr. Easthope reviewed a PowerPoint Presentation on the January Financial Statements that corresponded with the Financial Statements included in the meeting packet. A revised Wound Care Statement of Operations was distributed at the meeting. He noted the following key areas:</p> <ul style="list-style-type: none"> <li>• January Performance Overview</li> <li>• Operating Expenses</li> <li>• Key Volume Indicators</li> </ul>	In the absence of a quorum, there was no recommendation by the Committee for the Board of Directors to approve the Financial Statements. The Financial Statements for January 23014 will be formally accepted by the Board at the March 2014 District Board meeting.

		<ul style="list-style-type: none"> <li>• Case Mix Comparison</li> <li>• Statement of Operations</li> <li>• Net Revenue</li> <li>• Operating Expenses</li> <li>• Balance Sheet Changes</li> <li>• Financial Ratios</li> <li>• YTD Key Trend Tracking</li> </ul> <p>Copies of the presentation are available through Administration.</p>	
III. Chief Financial Officers Report		No report given.	No action taken.
IV. Chief Executive Officer Report	A.	<p>Affiliation Updates</p> <p>Ms. Stebbins informed the committee that the close date of the affiliation is now scheduled for April 30, 2014. She also informed the committee that to date, there have been no inpatient admissions from Highland Hospital.</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 8:42 a.m.	

# THE CITY OF ALAMEDA HEALTH CARE DISTRICT

## ALAMEDA HOSPITAL

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### UNAUDITED FINANCIAL STATEMENTS

FOR THE PERIOD ENDING FEBRUARY 28, 2014

**CITY OF ALAMEDA HEALTH CARE DISTRICT  
ALAMEDA HOSPITAL  
FEBRUARY 28, 2014**

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# ALAMEDA HOSPITAL MANAGEMENT DISCUSSION AND ANALYSIS FEBRUARY 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 February 28, 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 February, the Hospital experienced a combined net operating loss of \$671,000 against a budgeted loss of \$150,000. The major contributor to this loss is the lower acute discharges and patient days and low inpatient and outpatient surgery. Total operating expenses were under budget by \$196,000.

February had 205 acute discharges, which was 43 or 17.2% below budget of 248 and lower than February 2013 which had 250 acute discharges. Total acute patient days were 789 or 201 (20.3%) below budget. The acute ALOS was 3.85 compared to a budget of 4.0. Much of our inpatient reimbursement is now based on DRG or discharge based reimbursement. Subacute days were also under budget in February by 59 days 6.5%, skilled nursing days were up at South Shore 0.9% and Waters Edge were up by 55 days (1.8%).

Overall outpatient activity was mixed again this month. Outpatient registrations were up 8.0%, Emergency Room visits were at budget, the Wound Care program had 418 visits in February compared to a budget of 376 or 11.2% above budget. Inpatient surgery was 42% under budget and outpatient surgery was 31.0% below budget.

The overall Case Mix Index (CMI) in was 1.28, lower than prior month and lower than the FY 2014 average of 1.33.

Cash and cash equivalents were \$2.9 million at the end of February, down from prior month of \$3.4 million. Total cash collections in February were just over \$5.9 million an increase from the prior month of \$5.7 million.

### **Year to Date:**

The net YTD loss is \$1,933,000 versus a budgeted net loss of \$1,498,000. Helping to mitigate the YTD operating loss was receipt and recognition of the EHR incentive monies received in December 2013.

Acute discharges are 211 under budget and total discharges are 209 under budget. Acute patient days were 492 under budget and Long Term Care patient days are 1,114 above budget. Emergency and Wound Care visits are 556 under and 460 above budget respectively. Outpatient registrations are 104 below budget and total surgeries are 136 (9.0%) below budget with the majority of this coming from outpatient cases.

Total inpatient and outpatient gross revenues are under budget (2.4%) mostly occurring in the last couple of months, and total net patient revenue is under budget (3.2%) with net clinic revenue is running \$155,000 under budget.

Total Operating Expenses are over budget by \$54,000 or (0.1%) with the most significant variance being Salaries \$610,000 above budget offset by Benefits expense being \$476,000 (5.6%) below budget.

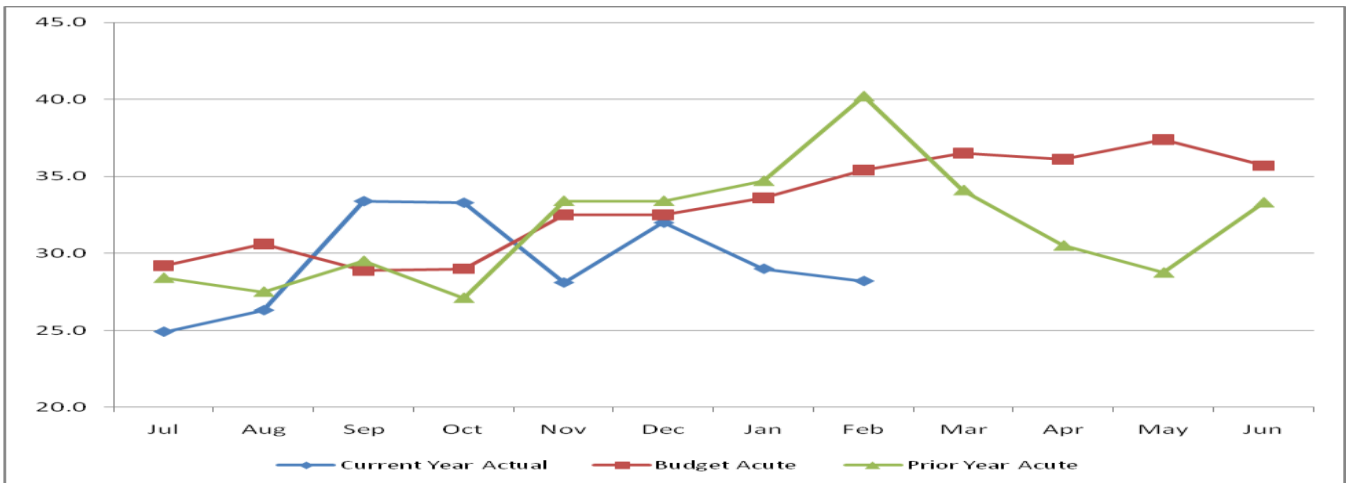
## **ACTIVITY**

### **ACUTE, SUBACUTE AND SNF SERVICES**

Overall, patient days were under budget this month by 3.6%, and below February 2013 by 6.0%. This month's acute days were below budget by 20.3%, Subacute was under 6.5%, South Shore was above 0.9% and Waters Edge was above by 1.8%.

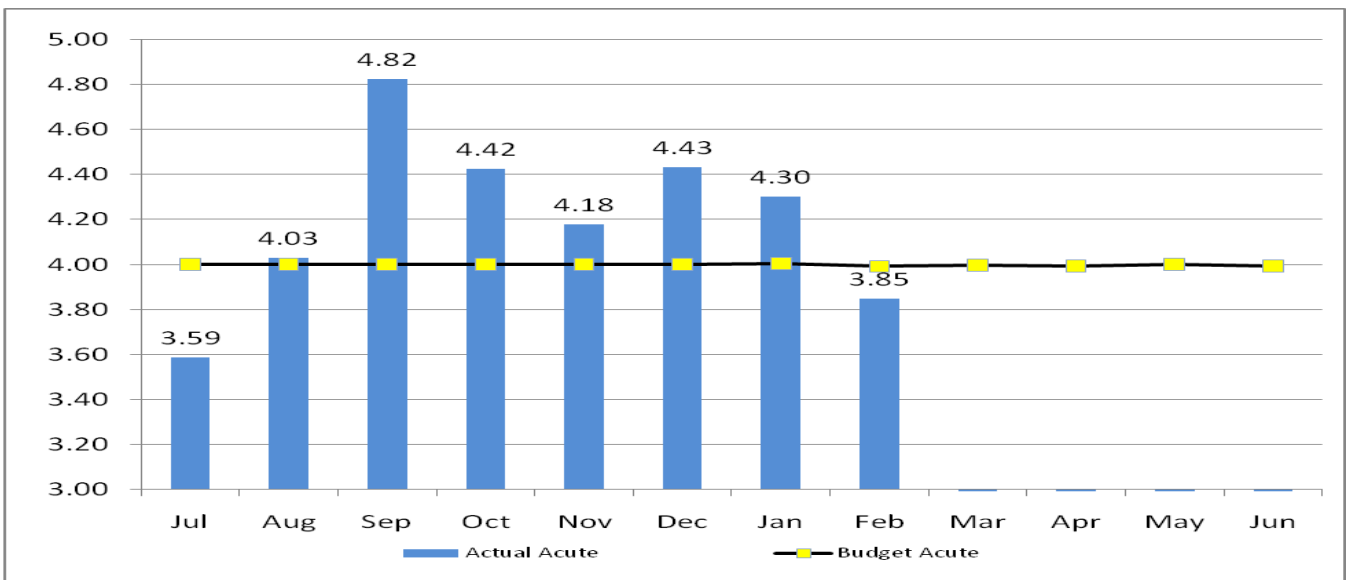
February's acute patient days were 201 days or 20.3% lower than budget for the month and 30% lower than February 2013. The acute care program is comprised of the Critical Care Unit (4.8 ADC, 17.5% above budget), Telemetry/Definitive Observation Unit (11.7 ADC, 4.1% below budget) and Med/Surg Unit (11.7 ADC, 31.5% below budget).

### Acute Average Daily Census



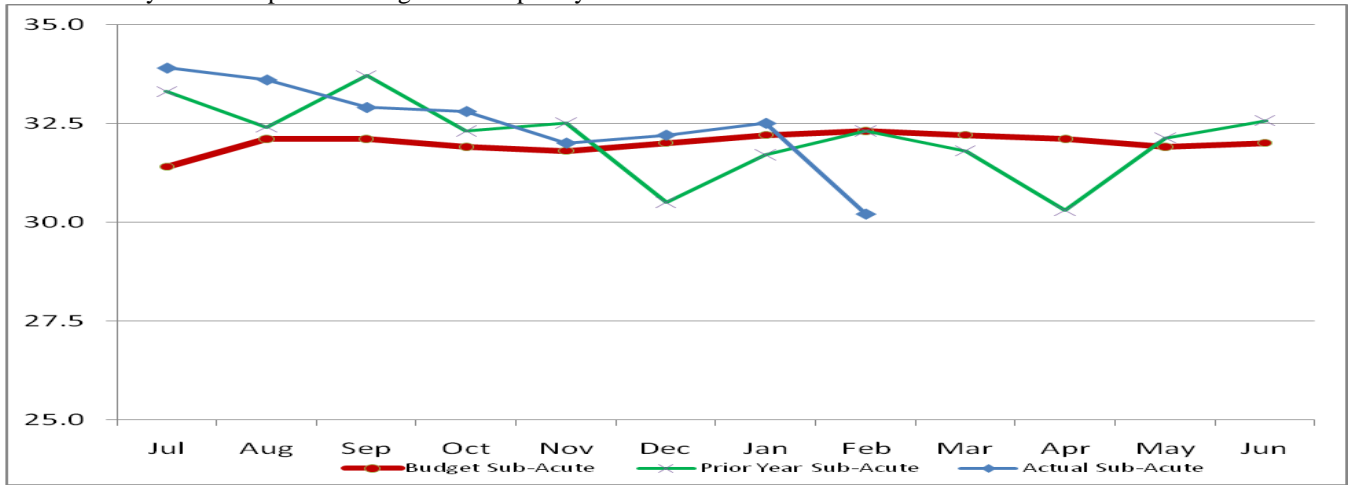
### Average Length of Stay (ALOS)

The acute Average Length of Stay (ALOS) decreased from last month of 4.3 to 3.85 in February and is below 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.



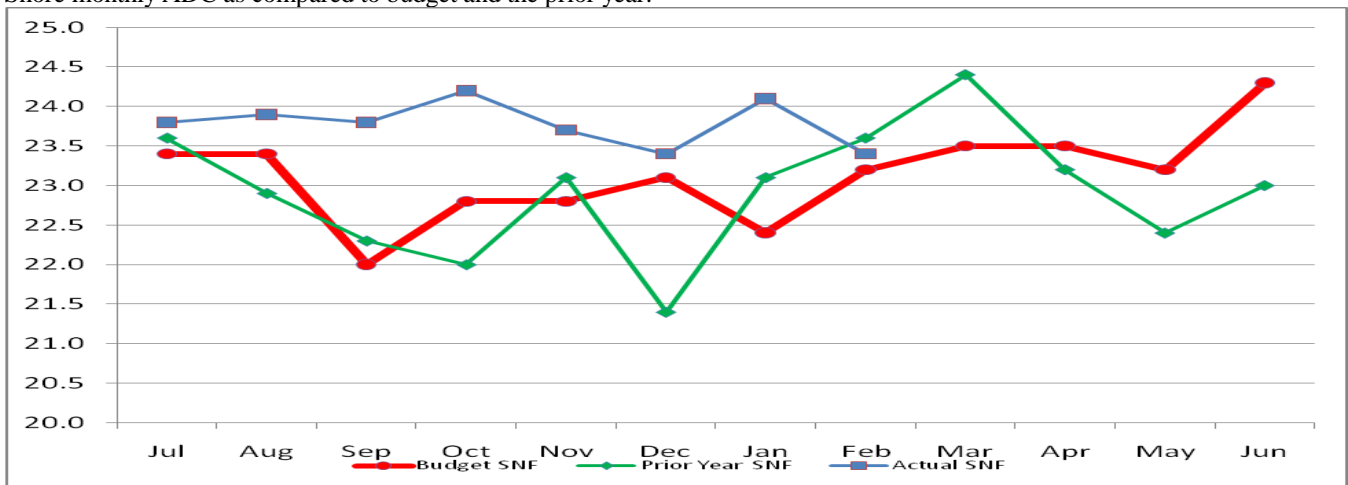
### Subacute Average Daily Census

The Subacute program ADC of 30.2 was below budget by 2.1 ADC or 6.5%. The graph below shows the Subacute ADC for the current fiscal year as compared to budget and the prior year.



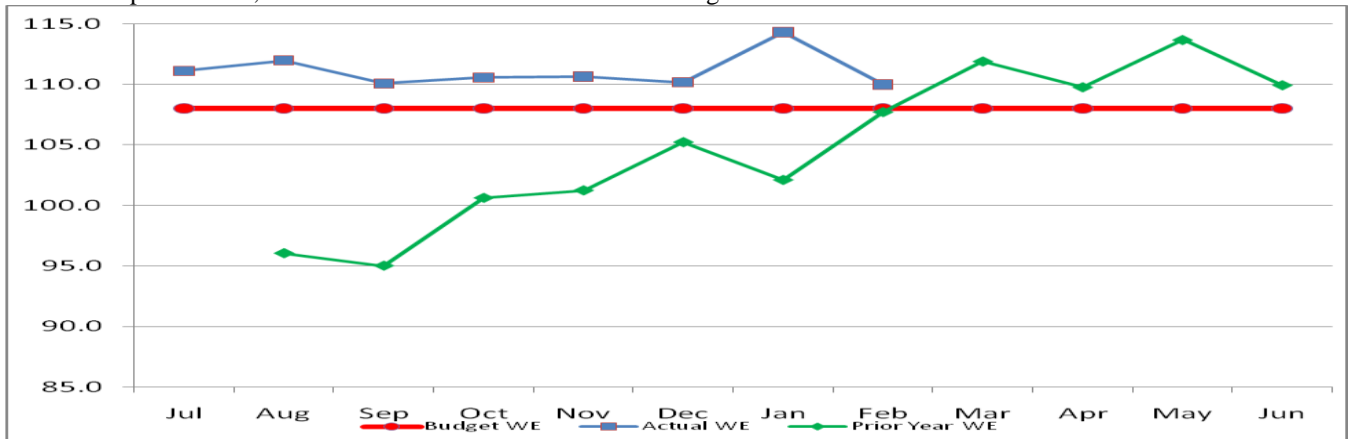
### South Shore Skilled Nursing Average Daily Census

The South Shore ADC was above budget by 6 patient days (0.9%) for the month of February. The graph below shows the South Shore monthly ADC as compared to budget and the prior year.



### Waters Edge Skilled Nursing Average Daily Census

Waters Edge census was 109.9 ADC or 1.96% above the budget of 108.0. The Medicare census was 9.6 ADC below the 11.2 ADC in the prior month, but remains below the Medicare ADC budget of 16.2.



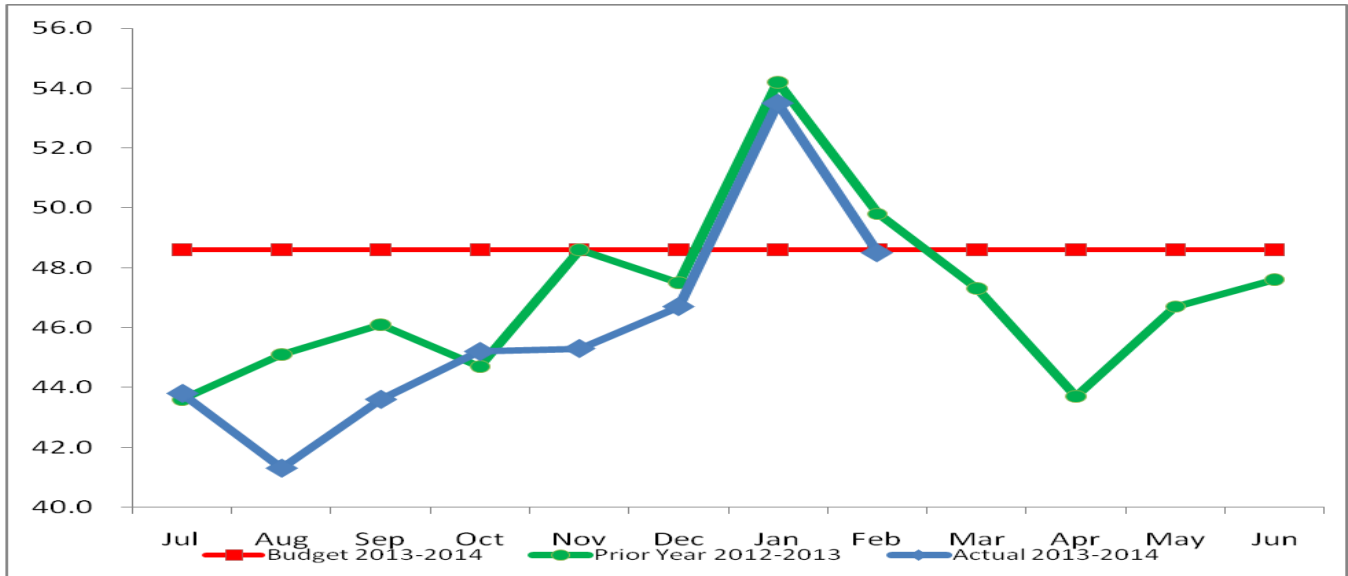


## *ANCILLARY SERVICES*

### Outpatient Services

Emergency Care Center (ECC) had 1,351 visits, 10 visits (0.7%) below the budget of 1,361. The inpatient admission rate from the ECC was 17.0% above the 14.9% in January. On a per day basis, the total visits represent an increase of 3.0% from the prior month daily average. In February, there were 276 ambulance arrivals versus 296 in the prior month. Of the 276 ambulance arrivals in the current month, 175 or 63% were from Alameda Fire Department (AFD).

**Emergency Care Visits Per Day**



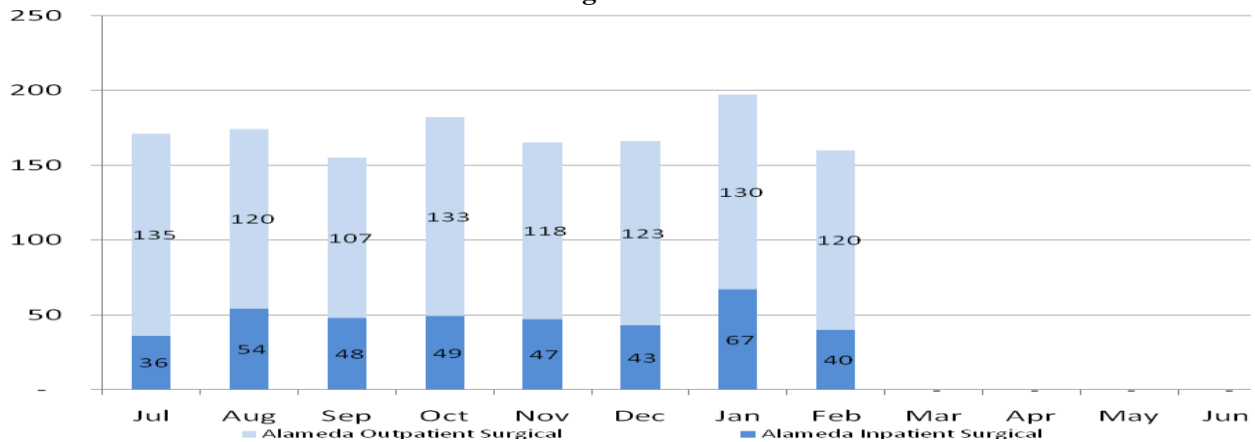
Outpatient registrations totaled 1,773 or 3.2% below budget. In February the number of patient visits were above budget in Wound Care (42), MRI (5), Ultrasound (12) Physical Therapy (13) and IV Therapy (48). Visits were down in Laboratory (39), Radiology (34). In February there were 211 Therapy visits and 98 Imaging procedures referred from the new orthopedic clinic, compared to 130 and 134 respectively in January. Wound Care had 418 visits and was 42 visits (11.2%) above budget.

### Surgery

The total number of surgery cases in February were 160, which is 34.2% below the budget of 243 and below last year's case volume of 167. Inpatient cases were 29 below the budget of 69 and outpatient cases were 54 below the budget of 174. In February there were 23 cases performed by AHS surgeons versus a budget of 60. For the first two months they have completed 46 surgeries versus a budget of 87. Below is the payor mix of these new cases.

AHS Surgeries	YTD Quantity	Percent	Budget %
Medicare	5	10.9%	4.8%
Medicare Mgd	2	4.4%	0.0%
Medi-Cal	3	6.5%	24.2%
Medi-Cal Mgd/HPAC	35	76.0%	62.3%
Mgd Care	0	0.0%	1.7%
Self Pay	1	2.2%	7.0%
	<u>4</u>	<u>100.0%</u>	<u>100.0%</u>

### Surgical Cases



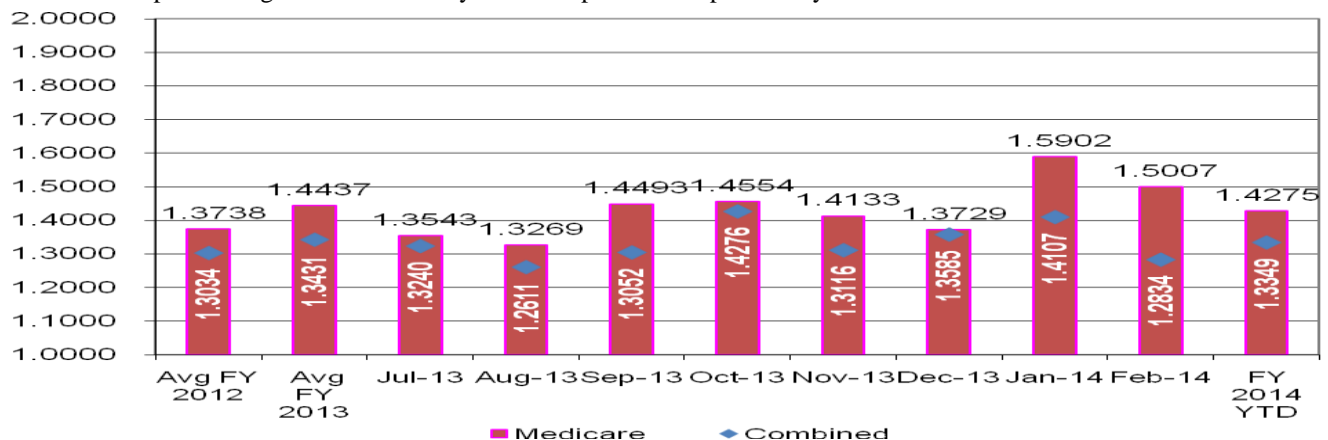
### Payer Mix

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

	Total Payer Mix		Acute Reimb Percent	
	Feb Actual	Feb Budget	Inpatient	Outpatient
Medicare	48.0%	50.2%	22.3%	14.4%
Medi-Cal	28.9%	23.6%	22.1%	4.8%
Managed Care	15.6%	17.1%	24.5%	21.9%
Other	3.0%	3.1%	20.6%	7.9%
Commerical	1.1%	0.7%	29.3%	15.8%
Self-Pay	3.4%	5.3%	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 February was 1.28, down from the prior month of 1.41. The Medicare CMI was 1.50 in February, below the prior month of 1.59 but still higher than YTD average of 1.43. 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 February were below the budget by \$3.17 million or 11.4%. Inpatient gross revenues were \$2.8 million below budget and outpatient gross revenues were \$374,000 below budget. Acute inpatient days were 201 (20.3%) below budget and acute routine gross revenue was down 15.7%. Inpatient ancillary service charges were also under budget in almost every area including Imaging, Pharmacy and Respiratory Therapy, Rehab Services, Laboratory and Central Supply.

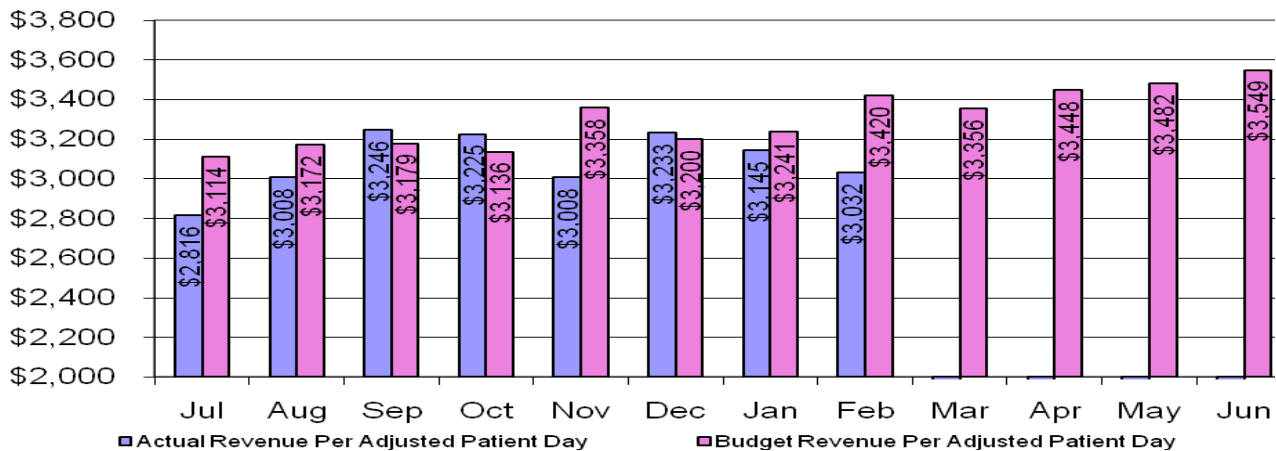
Waters Edge gross and net revenue were above budget in February consistent with the volume. The ancillary revenue was above budget 37.6% (mostly attributed to therapy services) and the routine daily room and board revenue was above budget by 3.1%.

Outpatient gross revenues were under budget by \$374,000 (4.2%). Surgery, Medical Supplies, Laboratory, and Pharmacy were below budget while Emergency, IVT, Imaging and Rehab were above budget.

Wound Care volume was above budget 11.2%, gross revenue was above budget by \$98,156 (12.5%), resulting in Net Revenue coming in \$18,468,000 (10.2%) above budget for the month. HBO had 75 visits helping contribute to the increased revenues.

On an adjusted patient day basis, total patient revenue was \$3,032 below the budget of \$3,2420 for the month of February. 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 23.0% was budgeted and 23.2% was realized. 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, case mix and overall patient volumes.

Total Net Operating Revenue was just over \$5.8 million, \$720,000 (5.6%) under the budget of \$6.5 million. Most of this negative variance is due to acute inpatient volumes (discharges and patient days) and surgery cases being under budget as previously discussed.

Waters Edge had Net Revenues of over \$1.13 million, \$39,500 or 3.6% 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.

Wound Care net revenue was \$18,468 (10.2%) above budget, consistent with volume and gross charges.

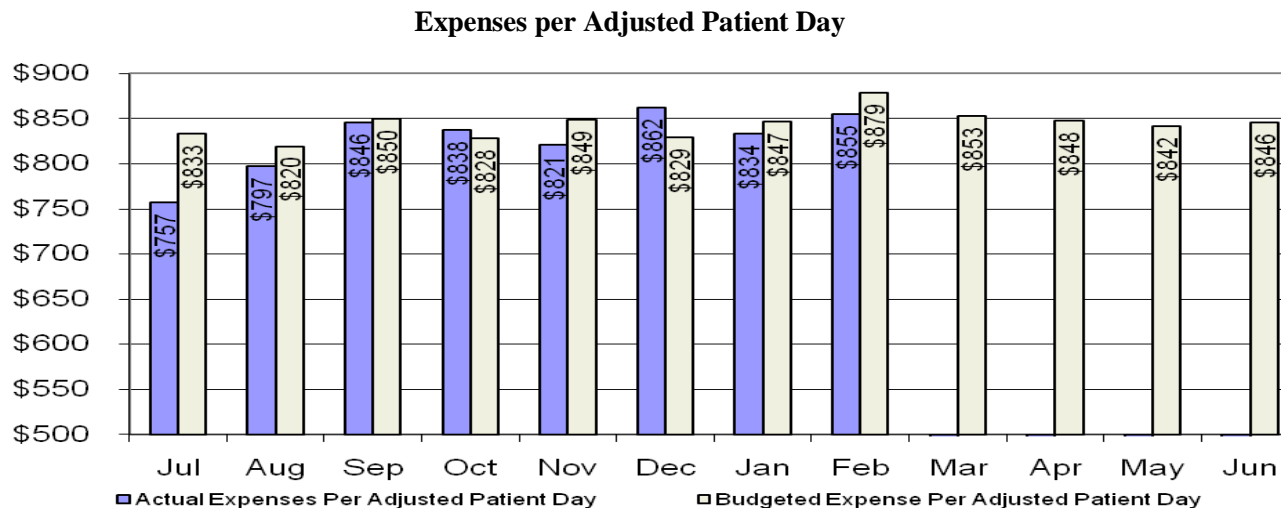
## *Expenses*

### Total Operating Expenses

Total operating expenses were just under \$7 million which was below the fixed budget by \$196,000 or 2.7%. We will discuss the variances of each major expense category in the following section.

Most expense categories were materially close to budget, with Salary and Supply expense under budget by \$105,000 and \$65,000 respectively and accounting for most the positive expense variance.

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.



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 \$90,000 (2.5%). Total salaries are below budget \$105,000 and Registry (Temporary Agency Services) was above budget \$15,000.

The \$105,000 favorable salary expense variance is comprised of productive salaries being \$64,000 (2.1%) under budget and non-productive salaries were \$41,000 (8.4%) under budget.

**Productive Salaries:** Overall productive salaries were below budget, specifically in acute nursing (2.3%) due to lower census. Surgical services and Pharmacy were 18% and 22% under budget and Waters Edge and ECC were over budget 6.3% and 4.3% respectively. Most other departments were materially close to budget in terms of absolute dollars.

The productive salaries per adjusted patient day (APD) were \$365 compared to a budget of \$373. Total salaries per APD were \$419 compared to a budget of \$433 per APD.

**Non-productive salaries** were under budget by \$41,000. Surgery was over budget \$15,000 (higher standby pay with lower case load), and Laboratory was over budget \$6,000 for orientation of a new CLS. Most acute Nursing Departments were below budget and most other ancillary and support departments were very close to budget in February.

Registry expense was over budget \$15,000. While there was extra usage of temporary help in Waters Edge, ortho clinic, rehab and imaging services to replace vacant positions, registry usage in surgery, the emergency care center and acute nursing were all under budget.

### **Benefits**

Benefits were under budget by \$26,000. Overall PTO / Vacation / Holiday utilization was very close to budget in February. Employee health benefits expense was under budget in the month.

### **Professional Fees**

Professional fees were over budget by \$12,000 or 2.5%. Legal fees associated with affiliation work, Joint Commission fees, wound care management fees consistent with higher volumes and revenues and after hour pharmacy services being the key contributors to the variance.

### **Supplies**

Supplies expense were \$65,000 under budget. While most departments were close to budget, the positive variance is volume and utilization related. Surgery supplies, wound care supplies, and pharmaceutical expenses are all under budget during the month. Waters Edge was over budget by about \$24,000 for several routine expenditures related to medical supplies, food, and administrative expenses.

### **Purchased Services**

Purchased services were under budget for the month of February by \$24,000 or 4.3%. While most departments were very close to budget this month Environmental Services was over budget due to their 5 week billing cycle each quarter and higher shredding expense. We are working with the vendor to get these expenses back in line with budget going forward. Rehab service expense at Waters Edge was below budget as was the Medicare ADC which is the highest utilize of these services.

### **Other Expense Categories**

The remainder of the expense categories were in line with budget during the month of February. No concerns to be noted and no additional discussion for this months narrative.

## ***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 February was \$2.9 million a decrease of \$461,000 from prior month of 3.4million.
- Net patient accounts receivable was \$10.8 million, down the prior month of \$11.2 million. Successive months of lower acute inpatient volumes and associated gross and net revenues have resulted in lower net accounts receivable.
- Days in outstanding receivables were up to 52.53 at February month end, a decrease from the January number of 54.8 days. Cash collections in February were \$5.9 million. It is important to note that there were fewer collection days in February. Collections per day were \$210,000 which is consistent with prior months.
- Other Receivables go down by \$277,000 out of which \$185k is cash received for stop loss cases.

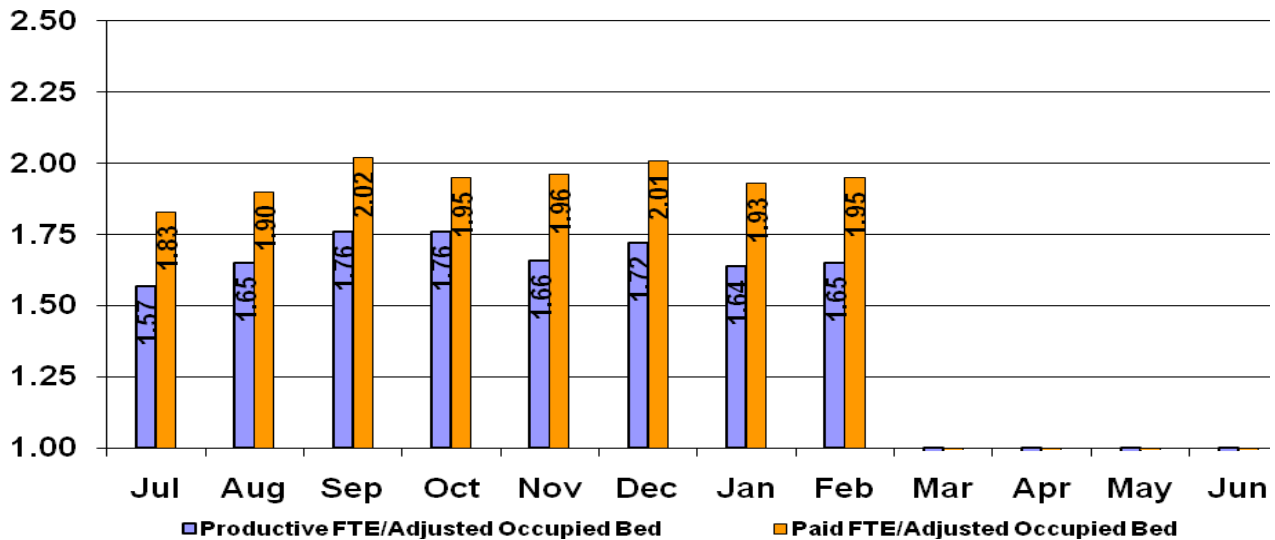
Overall, total liabilities decreased by \$469,000 from the prior month:

- Accounts payable increased by \$139,000 to \$12.1 million which equates to 157 AP Days, consistent with 157 days in January.
- Payroll related accruals increased by \$54,00.
- 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.
- Third Party Payor Settlements decreased \$142,000 related to the FY 2012 Medi-Cal cost report settlement coming in less than the accrued liability.

## *Key Statistics*

### FTE's Per Adjusted Occupied Bed

For the month of February Productive FTE's per Adjusted Occupied Bed were 1.65, below the budget of 1.76 FTE's. Paid FTE's per Adjusted Occupied Bed were 1.95 or 2.3% below the budget of 2.0. 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 February is 0.85 down from 0.91 in January.

### A/R days

Net days in accounts receivable (A/R) are currently at 52.53. This is above the prior month of 54.8.

### Days Cash on Hand

Days cash on hand for February were 13.7, a decrease from prior month of 15.0.

The following pages include the detailed financial statements for the seven (8) months ended February 28, 2014, of Fiscal Year 2014.

**ALAMEDA HOSPITAL  
KEY STATISTICS  
FEBRUARY 2014**

	<u>ACTUAL FEBRUARY 2014</u>	<u>CURRENT FIXED BUDGET</u>	<u>VARIANCE (UNDER) OVER</u>	<u>%</u>	<u>FEBRUARY 2013</u>	<u>YTD FEBRUARY 2014</u>	<u>YTD FIXED BUDGET</u>	<u>VARIANCE</u>	<u>%</u>	<u>YTD FEBRUARY 2013</u>
<b>Discharges:</b>										
Total Acute	205	248	(43)	-17.2%	250	1,698	1,909	(211)	-11.1%	1,901
Total Sub-Acute	3	3	-	0.0%	3	15	22	(7)	-31.8%	21
Total South Shore	4	5	(1)	-20.0%	4	47	45	2	4.4%	45
Total Waters Edge	<u>18</u>	<u>15</u>	<u>3</u>	<u>20.0%</u>	<u>18</u>	<u>127</u>	<u>120</u>	<u>7</u>	<u>5.8%</u>	<u>104</u>
	230	271	(41)	-15.0%	275	1,887	2,096	(209)	-10.0%	2,071
<b>Patient Days:</b>										
Total Acute	789	990	(201)	-20.3%	1,125	7,144	7,636	(492)	-6.4%	7,697
Total Sub-Acute	846	905	(59)	-6.5%	903	7,905	7,768	137	1.8%	7,850
Total South Shore	656	650	6	0.9%	660	5,782	5,561	221	4.0%	5,523
Total Waters Edge	<u>3,079</u>	<u>3,024</u>	<u>55</u>	<u>1.8%</u>	<u>3,016</u>	<u>27,000</u>	<u>26,244</u>	<u>756</u>	<u>2.9%</u>	<u>21,426</u>
	5,370	5,569	(199)	-3.6%	5,704	47,831	47,209	622	1.3%	42,496
<b>Average Length of Stay</b>										
Total Acute	3.85	4.00	(0.15)	-3.8%	4.50	4.21	4.00	0.21	5.2%	4.05
<b>Average Daily Census</b>										
Total Acute	28.18	35.36	(7.18)	-20.3%	40.18	29.40	31.42	(2.02)	-6.4%	31.67
Total Sub-Acute	30.21	32.32	(2.11)	-6.5%	32.25	32.53	31.97	0.56	1.8%	32.30
Total South Shore	23.43	23.21	0.21	0.9%	23.57	23.79	22.88	0.91	4.0%	22.73
Total Waters Edge	<u>109.96</u>	<u>108.00</u>	<u>1.96</u>	<u>1.8%</u>	<u>107.71</u>	<u>111.11</u>	<u>108.00</u>	<u>3.11</u>	<u>2.9%</u>	<u>101.07</u>
	191.79	198.89	(7.11)	-3.6%	203.71	196.84	194.28	(1.46)	-0.8%	187.77
<b>Emergency Room Visits</b>	1,351	1,361	(10)	-0.7%	1,394	11,164	11,728	(564)	-4.8%	11,521
<b>Wound Care Clinic Visits</b>	418	376	42	11.2%	379	3,336	2,876	460	16.0%	1,824
<b>Outpatient Registrations</b>	1,773	1,832	(59)	-3.2%	1,806	16,115	16,216	(101)	-0.6%	15,026
<b>Surgery Cases:</b>										
Inpatient	40	69	(29)	-42.0%	66	384	394	(10)	-2.5%	353
Outpatient	<u>120</u>	<u>174</u>	<u>(54)</u>	<u>-31.0%</u>	<u>101</u>	<u>986</u>	<u>1,112</u>	<u>(126)</u>	<u>-11.3%</u>	<u>948</u>
	160	243	(83)	-34.2%	167	1,370	1,506	(136)	-9.0%	1,301
<b>Adjusted Occupied Bed (AOB)</b>	289.56	291.33	(1.77)	-0.6%	277.88	287.92	282.65	5.27	1.9%	249.39
<b>Productive FTE</b>	480.57	512.75	(32.18)	-6.3%	619.51	482.44	482.35	0.10	0.0%	454.69
<b>Total FTE</b>	567.37	584.03	(16.66)	-2.9%	562.93	558.47	554.71	3.75	0.7%	517.32
<b>Productive FTE/Adj. Occ. Bed</b>	1.66	1.76	(0.10)	-5.7%	2.23	1.68	1.71	(0.03)	-1.8%	1.82
<b>Total FTE/ Adj. Occ. Bed</b>	1.96	2.00	(0.05)	-2.3%	2.03	1.94	1.96	(0.02)	-1.2%	2.07

**City of Alameda Health Care District**  
**Statements of Financial Position**  
February 28, 2014

	Current Month	Prior Month	Prior Year End
<b>Assets</b>			
Current Assets:			
Cash and Cash Equivalents	\$ 2,935,919	\$ 3,397,429	\$ 4,861,959
Patient Accounts Receivable, net	10,846,999	11,232,028	12,041,516
Other Receivables	3,051,414	3,329,270	6,301,762
Third-Party Payer Settlement Receivables	-	-	-
Inventories	1,284,238	1,294,059	1,266,892
Prepays and Other	421,730	458,159	450,309
Total Current Assets	18,540,299	19,710,945	24,922,439
Assets Limited as to Use, net	277,148	264,920	189,755
<b>Fixed Assets</b>			
Land	877,945	877,945	877,945
Depreciable capital assets	47,850,027	47,792,361	45,422,895
Construction in progress	2,314,229	2,224,497	3,583,725
Depreciation	(41,322,827)	(41,213,797)	(40,581,813)
Property, Plant and Equipment, net	9,719,374	9,681,006	9,302,752
<b>Total Assets</b>	<b>\$ 28,536,821</b>	<b>\$ 29,656,871</b>	<b>\$ 34,414,946</b>
<b>Liabilities and Net Assets</b>			
Current Liabilities:			
Current Portion of Long Term Debt	\$ 1,960,408	\$ 2,001,630	\$ 826,007
Accounts Payable and Accrued Expenses	12,100,081	11,961,519	11,823,357
Payroll Related Accruals	4,772,617	4,718,959	5,195,271
Deferred Revenue	1,928,443	2,408,286	5,731,269
Employee Health Related Accruals	703,138	685,648	714,297
Third-Party Payer Settlement Payable	2,255,398	2,397,029	3,796,593
Total Current Liabilities	23,720,084	24,173,071	28,086,794
Long Term Debt, net	1,853,891	1,870,145	1,578,289
Total Liabilities	25,573,975	26,043,216	29,665,083
Net Assets:			
Unrestricted	2,685,698	3,348,736	4,350,108
Temporarily Restricted	277,148	264,920	399,755
Total Net Assets	2,962,845	3,613,656	4,749,863
<b>Total Liabilities and Net Assets</b>	<b>\$ 28,536,820</b>	<b>\$ 29,656,872</b>	<b>\$ 34,414,946</b>



**City of Alameda Health Care District**

**Statements of Operations**

February 28, 2014

\$'s in thousands

	Current Month					Year-to-Date				
	Actual	Budget	\$ Variance	% Variance	Prior Year	Actual	Budget	\$ Variance	% Variance	Prior Year
Patient Days	5,371	5,569	(198)	-3.6%	5,704	47,832	47,209	623	1.3%	42,496
Discharges	230	271	(41)	-15.0%	275	1,887	2,095	(208)	-9.9%	2,071
ALOS (Average Length of Stay)	23.35	20.59	2.76	13.4%	20.74	25.35	22.53	2.81	12.5%	20.52
ADC (Average Daily Census)	191.8	198.9	(7.07)	-3.6%	203.7	196.8	194.3	2.56	1.3%	174.9
CMI (Case Mix Index)	1.2834				1.3611	1.3423				1.3482
<b>Revenues</b>										
Gross Inpatient Revenues	\$ 16,282	\$ 19,075	\$ (2,793)	-14.6%	\$ 20,216	\$ 147,862	\$ 152,316	\$ (4,453)	-2.9%	\$ 144,136
Gross Outpatient Revenues	8,447	8,821	(374)	-4.2%	7,490	68,348	69,190	(841)	-1.2%	61,595
Total Gross Revenues	24,729	27,896	(3,167)	-11.4%	27,706	216,211	221,505	(5,295)	-2.4%	205,731
Contractual Deductions	18,148	20,236	2,088	10.3%	20,483	160,698	160,224	(474)	-0.3%	148,041
Bad Debts	852	1,102	250	22.7%	575	4,698	8,815	4,117	46.7%	8,775
Charity and Other Adjustments	1	133	133	99.6%	361	997	1,067	69	6.5%	1,045
Net Patient Revenues	5,729	6,425	(696)	-10.8%	6,287	49,817	51,399	(1,582)	-3.1%	47,870
Net Patient Revenue %	23.2%	23.0%			22.7%	23.0%	23.2%			23.3%
Net Clinic Revenue	36	87	(52)	-59.4%	75	545	700	(155)	-22.1%	350
Other Operating Revenue	40	12	28	233.9%	8	1,552	97	1,455	1505.2%	448
<b>Total Revenues</b>	<b>5,805</b>	<b>6,524</b>	<b>(720)</b>	<b>-11.0%</b>	<b>6,369</b>	<b>51,914</b>	<b>52,196</b>	<b>(282)</b>	<b>-0.5%</b>	<b>48,668</b>
<b>Expenses</b>										
Salaries	3,421	3,526	105	3.0%	3,369	29,174	28,564	(610)	-2.1%	26,950
Temporary Agency	158	142	(15)	-10.8%	234	1,299	1,300	1	0.1%	1,485
Benefits	1,023	1,049	26	2.4%	1,002	7,965	8,440	476	5.6%	7,344
Professional Fees	472	460	(12)	-2.5%	438	3,807	3,932	125	3.2%	3,347
Supplies	793	858	65	7.6%	797	6,682	6,591	(91)	-1.4%	6,159
Purchased Services	528	552	24	4.3%	576	4,424	4,532	107	2.4%	4,392
Rents and Leases	234	229	(5)	-2.0%	232	1,893	1,783	(110)	-6.2%	1,589
Utilities and Telephone	82	79	(3)	-3.2%	91	649	660	10	1.6%	628
Insurance	30	40	9	22.9%	41	280	308	28	9.1%	304
Depreciation and amortization	109	112	3	2.6%	72	742	720	(22)	-3.0%	580
Other Operating Expenses	122	121	(1)	-0.9%	95	904	936	32	3.4%	814
<b>Total Expenses</b>	<b>6,973</b>	<b>7,169</b>	<b>196</b>	<b>2.7%</b>	<b>6,946</b>	<b>57,821</b>	<b>57,766</b>	<b>(54)</b>	<b>-0.1%</b>	<b>53,593</b>
<b>Operating gain (loss)</b>	<b>(1,168)</b>	<b>(645)</b>	<b>(523)</b>	<b>-81.2%</b>	<b>(577)</b>	<b>(5,907)</b>	<b>(5,570)</b>	<b>(337)</b>	<b>6.0%</b>	<b>(4,925)</b>
<b>Non-Operating Income / (Expense)</b>										
Parcel Taxes	482	482	-	0.0%	477	3,856	3,886	(29)	-0.8%	3,837
Investment Income	1	-	1	0.0%	1	13	-	13	0.0%	8
Interest Expense	(14)	(16)	2	10.1%	(21)	(120)	(125)	5	-3.7%	(99)
Other Income / (Expense)	28	28	(0)	-0.4%	28	224	311	(87)	-27.9%	423
<b>Net Non-Operating Income / (Expense)</b>	<b>497</b>	<b>495</b>	<b>2</b>	<b>0.4%</b>	<b>486</b>	<b>3,973</b>	<b>4,072</b>	<b>(99)</b>	<b>-2.4%</b>	<b>4,169</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ (671)</b>	<b>\$ (150)</b>	<b>\$ (521)</b>	<b>347.0%</b>	<b>\$ (92)</b>	<b>\$ (1,933)</b>	<b>\$ (1,498)</b>	<b>\$ (435)</b>	<b>29.1%</b>	<b>\$ (756)</b>

**City of Alameda Health Care District**  
**Statements of Operations - Per Adjusted Patient Day**  
February 28, 2014

	Current Month					Year-to-Date				
	Actual	Budget	\$ Variance	% Variance	Prior Year	Actual	Budget	\$ Variance	% Variance	Prior Year
<b>Revenues</b>										
Gross Inpatient Revenues	\$ 1,996	\$ 2,342	\$ (346)	-14.8%	\$ 2,586	\$ 2,114	\$ 2,219	\$ (105)	-4.7%	\$ 2,376
Gross Outpatient Revenues	1,036	1,083	(48)	-4.4%	958	977	1,008	(31)	-3.0%	1,015
Total Gross Revenues	3,031	3,425	(394)	-11.5%	3,544	3,091	3,226	(135)	-4.2%	3,392
Contractual Deductions	2,225	2,485	260	10.5%	2,620	2,298	2,334	36	1.6%	2,441
Bad Debts	104	135	31	22.8%	74	67	128	61	47.7%	145
Charity and Other Adjustments	0	16	16	99.6%	46	14	16	1	8.2%	17
Net Patient Revenues	702	789	(87)	-11.0%	804	712	749	(36)	-4.9%	789
Net Patient Revenue %	23.2%	23.0%			22.7%	23.0%	23.2%			23.3%
Net Clinic Revenue	4	11	(6)	-59.5%	10	8	10	(2)	-23.5%	6
Other Operating Revenue	5	1	3	233.3%	1	22	1	21	1475.7%	7
<b>Total Revenues</b>	<b>712</b>	<b>801</b>	<b>(90)</b>	<b>-11.2%</b>	<b>815</b>	<b>742</b>	<b>761</b>	<b>(18)</b>	<b>-2.4%</b>	<b>802</b>
<b>Expenses</b>										
Salaries	419	433	14	3.1%	431	417	416	(1)	-0.3%	444
Temporary Agency	19	17	(2)	-10.6%	30	19	19	0	1.9%	24
Benefits	125	129	3	2.6%	128	107	123	16	13.1%	121
Professional Fees	58	56	(1)	-2.4%	56	54	57	3	5.0%	55
Supplies	97	105	8	7.7%	102	96	96	0	0.5%	102
Purchased Services	65	68	3	4.5%	74	63	66	3	4.2%	72
Rents and Leases	29	28	(1)	-1.8%	30	27	26	(1)	-4.2%	26
Utilities and Telephone	10	10	(0)	-3.0%	12	9	10	0	3.4%	10
Insurance	4	5	1	23.0%	5	4	4	0	10.8%	5
Depreciation and Amortization	13	14	0	2.8%	9	11	10	(0)	-1.1%	10
Other Operating Expenses	15	15	(0)	-0.7%	12	13	14	1	5.2%	13
<b>Total Expenses</b>	<b>855</b>	<b>880</b>	<b>26</b>	<b>2.9%</b>	<b>889</b>	<b>820</b>	<b>841</b>	<b>22</b>	<b>2.6%</b>	<b>884</b>
<b>Operating Gain / (Loss)</b>	<b>(143)</b>	<b>(79)</b>	<b>(64)</b>	<b>-80.9%</b>	<b>(74)</b>	<b>(77)</b>	<b>(81)</b>	<b>4</b>	<b>-4.6%</b>	<b>(81)</b>
<b>Non-Operating Income / (Expense)</b>										
Parcel Taxes	59	59	(0)	-0.2%	61	55	57	(1)	-2.6%	63
Investment Income	0	-	0	0.0%	0	0	-	0	0.0%	0
Interest Expense	(2)	(2)	0	10.2%	(3)	(2)	(2)	0	-5.5%	(2)
Other Income / (Expense)	3	3	(0)	-0.5%	4	3	5	(1)	-29.3%	7
Net Non-Operating Income / (Expense)	<b>61</b>	<b>61</b>	<b>0</b>	<b>0.3%</b>	<b>62</b>	<b>57</b>	<b>59</b>	<b>(3)</b>	<b>-4.2%</b>	<b>69</b>
<b>Excess of Revenues Over Expenses</b>	<b>\$ (82)</b>	<b>\$ (18)</b>	<b>\$ (64)</b>	<b>346.3%</b>	<b>\$ (12)</b>	<b>\$ (20)</b>	<b>\$ (22)</b>	<b>\$ 1</b>	<b>-5.7%</b>	<b>\$ (12)</b>

Wound Care - Statement of Operations  
February 28, 2014

	Current Month				Year-to-Date			
	Actual	Budget	Variance	%	Actual	Budget	Variance	%
Clinic Visits	418	376	42	11.2%	3,336	2,876	460	16.0%
Revenue								
Gross Revenue	884,372	786,216	98,156	12.5%	6,989,875	5,761,182	1,228,694	21.3%
Deductions from Revenue	<u>685,388</u>	<u>605,701</u>	<u>79,687</u>		<u>5,404,094</u>	<u>4,438,414</u>	<u>965,679</u>	
Net Revenue	<u>198,984</u>	<u>180,515</u>	<u>18,468</u>	10.2%	<u>1,585,782</u>	<u>1,322,767</u>	<u>263,015</u>	
Expenses								
Salaries	17,601	18,336	735	4.0%	160,029	137,794	(22,235)	-16.1%
Benefits	4,425	5,477	1,052	19.2%	43,631	41,159	(2,472)	-6.0%
Professional Fees	97,816	89,647	(8,169)	-9.1%	708,821	624,661	(84,160)	-13.5%
Supplies	22,277	36,787	14,510	39.4%	307,565	247,405	(60,160)	-24.3%
Purchased Services	5,893	6,500	607	9.3%	43,612	37,000	(6,612)	-17.9%
Rents and Leases	4,824	5,686	862	15.2%	45,880	45,488	(392)	-0.9%
Depreciation	8,834	8,834	0	0.0%	70,672	69,778	(894)	-1.3%
Other	827	4,004	3,178	79.4%	15,154	18,557	3,404	18.3%
Total Expenses	<u>162,497</u>	<u>175,271</u>	<u>12,775</u>	7.3%	<u>1,395,364</u>	<u>1,221,842</u>	<u>(173,522)</u>	-14.2%
Excess of Revenue over Expenses	<u>36,487</u>	5,244	31,243	595.8%	<u>190,418</u>	100,925	89,493	88.7%

City of Alameda Health Care District  
Waters Edge Skilled Nursing - Statement of Operations  
February 28, 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	279	460	(181)	-39.3%	2,403	3,942	(1,539)	-39.0%
Medi-Cal	2,699	2,323	376	16.2%	23,422	20,189	3,233	16.0%
Managed Care	17	61	(44)	-72.1%	228	533	(305)	-57.2%
Self Pay/Other	84	180	(96)	-53.3%	947	1,580	(633)	-40.1%
Total	<u>3,079</u>	<u>3,024</u>	<u>55</u>	<u>1.8%</u>	<u>27,000</u>	<u>26,244</u>	<u>756</u>	<u>2.9%</u>
Revenue								
Routine Revenue	2,434,792	2,360,884	73,908	3.1%	21,476,090	20,489,102	986,988	4.8%
Ancillary Revenue	292,423	212,480	79,943	37.6%	2,904,755	2,144,539	760,216	35.4%
Total Gross Revenue	<u>2,727,215</u>	<u>2,573,364</u>	<u>153,851</u>	<u>6.0%</u>	<u>24,380,845</u>	<u>22,633,641</u>	<u>1,747,204</u>	<u>7.7%</u>
Deductions from Revenue	<u>1,596,571</u>	<u>1,482,258</u>	<u>(114,313)</u>	<u>-7.7%</u>	<u>14,337,819</u>	<u>13,016,642</u>	<u>(1,321,177)</u>	<u>-10.1%</u>
Net Revenue	<u>1,130,644</u>	<u>1,091,106</u>	<u>39,538</u>	<u>3.6%</u>	<u>10,043,026</u>	<u>9,616,999</u>	<u>426,027</u>	<u>4.4%</u>
Expenses								
Salaries	438,167	434,997	(3,169)	-0.7%	3,759,787	3,747,118	(12,668)	-0.3%
Temporary Agency	32,318	16,667	(15,651)	-100.0%	258,255	133,748	(124,507)	-100.0%
Benefits	98,647	94,280	(4,366)	-4.6%	781,236	774,679	(6,557)	-0.8%
Professional Fees	6,551	5,200	(1,351)	-26.0%	42,230	41,600	(630)	-1.5%
Supplies	84,082	60,083	(24,000)	-39.9%	587,005	500,548	(86,458)	-17.3%
Purchased Services	98,138	115,133	16,995	14.8%	900,512	1,006,066	105,554	10.5%
Rents and Leases	78,398	78,300	(98)	-0.1%	626,418	609,000	(17,418)	-2.9%
Utilities	8,755	11,767	3,012	25.6%	78,668	94,133	15,465	16.4%
Insurance	-	2,392	2,392	100.0%	-	19,136	19,136	100.0%
Other	27,866	16,308	(11,558)	-70.9%	138,156	131,465	(6,691)	-5.1%
Total Expenses	<u>872,921</u>	<u>835,127</u>	<u>(37,794)</u>	<u>-4.5%</u>	<u>7,172,266</u>	<u>7,057,493</u>	<u>(114,773)</u>	<u>-1.6%</u>
Excess of Revenue over Expenses	<u>257,723</u>	<u>255,979</u>	<u>1,744</u>		<u>2,870,760</u>	<u>2,559,507</u>	<u>311,254</u>	

City of Alameda Health Care District  
Orthopedic Clinic - Statement of Operations  
February 28, 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	183	302	(119)	-39.4%	1,917	2,416	(499)	-20.7%
Revenue								
Gross Revenue	59,877	128,652	(68,775)	-53.5%	579,336	1,029,216	(449,880)	-43.7%
Deductions from Revenue	<u>45,747</u>	<u>90,069</u>	<u>(44,321)</u>		<u>347,999</u>	<u>720,552</u>	<u>(372,552)</u>	
Net Revenue	<u>14,130</u>	<u>38,583</u>	<u>(24,454)</u>		<u>231,337</u>	<u>308,664</u>	<u>(77,328)</u>	
Expenses								
Salaries	29,259	24,448	(4,811)	-19.7%	232,584	247,463	14,879	6.0%
Benefits	7,356	7,303	(53)	-0.7%	58,472	73,917	15,446	20.9%
Professional Fees	17,654	19,000	1,346	7.1%	177,001	188,000	10,999	5.9%
Supplies	914	125	(789)	-631.2%	8,686	22,010	13,324	60.5%
Purchased Services	2,934	5,000	2,067	41.3%	29,804	46,498	16,695	35.9%
Rents and Leases	4,781	4,667	(115)	-2.5%	38,025	37,336	(690)	-1.8%
Depreciation	-	-	-	0.0%	-	-	-	0.0%
Other	1,540	2,942	1,401	47.6%	15,202	20,573	5,370	26.1%
Total Expenses	<u>64,437</u>	<u>63,484</u>	<u>(953)</u>	<u>-1.5%</u>	<u>559,773</u>	<u>635,797</u>	<u>76,024</u>	<u>12.0%</u>
Excess of Revenue over Expenses	<u>(50,307)</u>	<u>(24,901)</u>	<u>(25,407)</u>	<u>-102.0%</u>	<u>(328,436)</u>	<u>(327,132)</u>	<u>(1,304)</u>	<u>-0.4%</u>
<b><u>Hospital Based Activity:</u></b>								
Inpatient Days	24	22	2	9.1%	246	176	70	39.8%
Inpatient Surgeries	3	5	(2)	-40.0%	41	40	1	2.5%
Outpatient Surgeries	4	11	(7)	-63.6%	48	80	(32)	-40.0%
Therapy Referred Visits	211	175	36	20.6%	1,247	1,400	(153)	-10.9%
Imaging Referred Procedures	98	110	(12)	-10.9%	913	880	33	3.8%
Inpatient Gross Charges	381,529	0	381,529	#DIV/0!	4,542,378	2,166,500	2,375,878	109.7%
Inpatient Net Revenue	<u>63,026</u>	<u>0</u>	<u>63,026</u>	<u>#DIV/0!</u>	<u>786,548</u>	<u>486,500</u>	<u>300,048</u>	<u>61.7%</u>
Outpatient Gross Charges	276,471	0	276,471	#DIV/0!	2,926,893	2,254,405	672,488	29.8%
Outpatient Net Revenue	<u>47,000</u>	<u>0</u>	<u>47,000</u>	<u>#DIV/0!</u>	<u>482,517</u>	<u>492,203</u>	<u>(9,686)</u>	<u>-2.0%</u>
Total Gross Charges	658,000	0	658,000	#DIV/0!	7,469,271	4,420,905	3,048,366	69.0%
Total Net Revenue	<u>110,026</u>	<u>0</u>	<u>110,026</u>	<u>#DIV/0!</u>	<u>1,269,065</u>	<u>978,703</u>	<u>290,362</u>	<u>29.7%</u>

City of Alameda Health Care District  
1206b Clinic - Statement of Operations  
February 28, 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	70	138	(68)		722	1,101	(379)	
Surgery	43	53	(10)		590	426	164	
Neurology	18	31	(13)		215	249	(34)	
Total Visits	<u>131</u>	<u>222</u>	<u>(91)</u>	-41.0%	<u>1,527</u>	<u>1,776</u>	<u>(249)</u>	-14.0%
Revenue								
Gross Revenue	86,643	129,400	(42,757)	-33.0%	778,076	1,035,200	(257,124)	-24.8%
Deductions from Revenue	<u>38,260</u>	<u>77,650</u>	<u>(39,390)</u>		<u>445,154</u>	<u>621,200</u>	<u>(176,046)</u>	
Net Revenue	<u>48,383</u>	<u>51,750</u>	<u>(3,367)</u>		<u>332,922</u>	<u>414,000</u>	<u>(81,078)</u>	
Expenses								
Salaries	28,449	29,316	867	3.0%	239,207	266,270	27,063	10.2%
Temporary Agency		-	-	-100.0%	1,864	-	(1,864)	-100.0%
Benefits	7,152	8,757	1,605	18.3%	68,589	77,743	9,154	11.8%
Professional Fees	21,386	18,000	(3,386)	-18.8%	117,912	144,000	26,088	18.1%
Supplies	(1,085)	323	1,408	436.1%	35,227	10,299	(24,928)	-242.0%
Purchased Services	8,948	6,468	(2,480)	-38.3%	64,776	51,744	(13,032)	-25.2%
Rents and Leases	15,194	15,194	-	0.0%	121,552	106,354	(15,198)	-14.3%
Depreciation	494	207	(287)	-138.6%	3,952	1,506	(2,446)	-162.4%
Other	2,751	5,018	2,267	45.2%	46,441	39,521	(6,920)	-17.5%
Total Expenses	<u>83,288</u>	<u>83,282</u>	<u>(6)</u>	0.0%	<u>699,519</u>	<u>697,437</u>	<u>(2,082)</u>	-0.3%
Excess of Revenue over Expenses	<u>(34,905)</u>	<u>(31,532)</u>	<u>(3,373)</u>	10.7%	<u>(366,597)</u>	<u>(283,437)</u>	<u>(83,160)</u>	29.3%
Clinic Rental Income	<u>13,619</u>	<u>13,100</u>	<u>519</u>	4.0%	<u>108,687</u>	<u>104,800</u>	<u>3,887</u>	3.7%
Net 1206b Clinic	<u>(21,286)</u>	<u>(18,432)</u>	<u>(2,854)</u>	15.5%	<u>(257,910)</u>	<u>(178,637)</u>	<u>(79,273)</u>	44.4%

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 Eight Months Ended February 28, 2014**

	<u>Current Month</u>	<u>Year-to-Date</u>
<b>Cash flows from operating activities</b>		
Net Income / (Loss)	\$ (671,402)	\$ (1,933,331)
Items not requiring the use of cash:		
Depreciation and amortization	109,233	\$ 742,190
Write-off of Kaiser liability	-	\$ -
Changes in certain assets and liabilities:		
Patient accounts receivable, net	385,029	1,194,518
Other Receivables	277,856	3,250,348
Third-Party Payer Settlements Receivable	(141,631)	(1,541,195)
Inventories	9,821	(17,346)
Prepays and Other	36,429	28,580
Accounts payable and accrued liabilities	138,562	276,724
Payroll Related Accruals	53,658	(422,654)
Employee Health Plan Accruals	17,490	(11,159)
Deferred Revenues	(479,843)	(3,802,826)
Cash provided by (used in) operating activities	<u>(264,798)</u>	<u>(2,236,151)</u>
<b>Cash flows from investing activities</b>		
(Increase) Decrease in Assets Limited As to Use	(12,228)	(87,393)
Additions to Property, Plant and Equipment	(147,601)	(1,158,812)
Other	8,364	268,920
Cash provided by (used in) investing activities	<u>(151,465)</u>	<u>(977,284)</u>
<b>Cash flows from financing activities</b>		
Net Change in Long-Term Debt	(57,476)	1,410,003
Net Change in Restricted Funds	12,228	(122,607)
Cash provided by (used in) financing and fundraising activities	<u>(45,249)</u>	<u>1,287,395</u>
Net increase (decrease) in cash and cash equivalents	(461,511)	(1,926,040)
<b>Cash and cash equivalents at beginning of period</b>	3,397,429	4,861,959
<b>Cash and cash equivalents at end of period</b>	<u>\$ 2,935,920</u>	<u>\$ 2,935,920</u>

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

<b>Financial Ratios</b>	<u>Audited Results</u>				<u>YTD</u>
	<b>FY 2010</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>2/28/2014</b>
<b><u>Profitability Ratios</u></b>					
Net Patient Revenue (%)	24.16%	23.58%	22.90%	23.34%	23.22%
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%	-9.49%
Total Margin	2.74%	-2.61%	-3.21%	-3.13%	-3.72%
<b><u>Liquidity Ratios</u></b>					
Current Ratio	1.23	1.05	0.96	0.89	0.85
Days in accounts receivable ,net	51.83	46.03	55.21	60.35	52.53
Days cash on hand ( with restricted)	21.6	14.1	17.7	21.8	13.7
<b><u>Debt Ratios</u></b>					
Cash to Debt	249.0%	123.3%	123.56%	210.11%	84.24%
Average pay period (includes payroll)	57.11	62.68	72.94	78.69	74.67
Debt service coverage	5.98	(0.70)	(0.53)	(1.21)	(0.51)
Long-term debt to fund balance	0.14	0.18	0.28	0.33	0.56
Return on fund balance	18.87%	-19.21%	-27.35%	-48.16%	-65.25%
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	2/28/2014
<b>Patient Care Information</b>					
Bed Capacity	161	161	161	281	281
Patient days( all services)	30,607	30,270	30,448	66,645	47,831
Patient days (acute only)	10,579	10,443	10,880	11,559	7,144
Discharges( acute only)	2,802	2,527	2,799	2,838	1,698
Average length of stay ( acute only)	3.78	4.13	3.89	4.07	4.21
Average daily patients (all sources)	83.85	82.93	83.19	182.59	196.84
Occupancy rate (all sources)	52.08%	51.51%	51.67%	64.98%	70.05%
Average length of stay	3.78	4.13	3.89	4.07	4.21
Emergency Visits	17,624	16,816	16,964	17,175	11,172
Emergency visits per day	48.28	46.07	46.35	47.05	45.98
Outpatient registrations per day <sup>Note 1</sup>	79.67	65.19	60.67	64.07	67.16
Surgeries per day - Total	13.46	6.12	6.12	5.52	5.64
Surgeries per day - excludes Kaiser	5.32	6.12	6.12	5.52	5.64

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.