



# MEMORANDUM

1411 East 31st Street  
Oakland, CA 94602

**TO:** AHS Finance Committee  
**FROM:** Nancy Kaatz, Interim CFO  
**DATE:** October 4, 2018  
**SUBJECT:** August 2018 Financial Report

## Summary

The Operating Income for the month of August was \$2.3 million, \$0.2 million above budget. Net Operating Revenue was \$86.6 million for the month, \$2.4 million below budget, which was offset by Operating Expense of \$84.4 million which was \$2.6 million below budget. Operating Margin was 2.6% for the month and EBIDA margin was 4.1%, which were above budget by 0.2% and 0.1% respectively.

Operating Income year to date (YTD) was \$2.7 million, 2.9% above budget. Compared to the same month last year, revenues have increased more than expenses for an overall increase in Operating Income.

While the month of August was slightly better than budget overall, we are closely monitoring expenses to mitigate the shortfall that was discovered in the Net Patient Service Revenue (NPSR) budget for FY19. While Gross Patient Revenues were above budget across the board, 4.4% in August and 4.5% YTD, NPSR was below budget by 4.0% and 3.9% respectively. The YTD variance of (\$4.3) million is consistent with the \$27 to \$29 million shortfall previously reported.

	August 2018				Year-To-Date				FY 2018	
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var	YTD	% Change
Net patient service revenue	\$ 53,805	\$ 56,060	\$ (2,255)	(4.0)%	\$ 106,122	\$ 110,388	\$ (4,266)	(3.9)%	\$ 100,513	5.6%
Supplemental revenue	32,829	33,002	(173)	(0.5)%	66,063	66,005	59	0.1%	60,739	8.8%
Net operating revenue	86,634	89,063	(2,429)	(2.7)%	172,185	176,393	(4,208)	(2.4)%	161,251	6.8%
Operating expense	84,363	86,949	(2,585)	(3.0)%	169,481	173,764	(4,283)	(2.5)%	160,906	(5.3)%
Operating Income	2,271	2,114	157	7.4%	2,704	2,629	75	2.9%	345	683.9%
Other non-operating activity	(4,105)	(4,155)	50	(100.3)%	(8,259)	(8,312)	53	(176.7)%	(8,102)	(1.9)%
<b>Net Income</b>	<b>\$ (1,834)</b>	<b>\$ (2,041)</b>	<b>\$ 207</b>	<b>10.1%</b>	<b>\$ (5,555)</b>	<b>\$ (5,683)</b>	<b>\$ 128</b>	<b>2.3%</b>	<b>\$ (7,757)</b>	<b>(28.4)%</b>
<b>Operating Margin</b>	<b>2.6%</b>	<b>2.4%</b>	<b>0.2%</b>		<b>1.6%</b>	<b>1.5%</b>	<b>0.1%</b>		<b>0.2%</b>	
<b>EBIDA Margin</b>	<b>4.1%</b>	<b>4.0%</b>	<b>0.1%</b>		<b>3.1%</b>	<b>3.2%</b>	<b>(0.1)%</b>		<b>1.8%</b>	
	August 2018				Year-To-Date				FY 2018	
	Actual	Budget	Variance	% Var	Actual	Budget	Variance	% Var	YTD	% Change
Net Operating Revenue per APD	2,774	2,902	(128)	(4.4)%	2,755	2,906	(151)	(5.2)%	2,747	0.3%
Expense per APD	2,701	2,833	(132)	(4.7)%	2,712	2,862	(150)	(5.3)%	2,741	(1.1)%
Operating Income per APD	73	69	4	5.6%	43	43	(0)	(0.1)%	6	637.1%

## Patient Activity

Inpatient Activity and Physician wRVUs were strong for the month, however clinic visits were below budget.

- The Acute Average Daily Census was 277, 4.9% above the budget of 264. Discharges continue to be below budget, by 1.4% in August, bringing the ALOS to 5.8 days, 6.5% above budget. YTD Acute Patient days were 1,155 or 7.1% above budget. YTD ALOS was 5.7, 5.7% above budget.
- The Post Acute Average Daily Census was 304, 2.4% above the budget of 297 for the month. YTD Post Acute patient days were 197 or 1.1% above budget.
- Emergency Department Visits (not shown below) were 10,102, 8.6% below budget. YTD Emergency Department Visits were 26 higher than prior YTD.
- Clinic Visits were 30,764, 3.2% below budget, YTD visits were 0.1% above budget and 2.9% above prior year.
- Physician wRVUs were 92,882 for the month, 17.1% above budget for the month. YTD Physician wRVUs were 9.4% above budget and 15.2% above prior year.

	August 2018				Year-To-Date				FY 2018	
	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance	YTD	% Change
<b>Acute discharges</b>	<b>1,489</b>	<b>1,510</b>	<b>(21)</b>	<b>(1.4)%</b>	<b>3,039</b>	<b>3,001</b>	<b>38</b>	<b>1.3%</b>	<b>3,065</b>	<b>(0.8)%</b>
Acute patient days	8,588	8,191	397	4.8%	17,447	16,292	1,155	7.1%	16,339	6.8%
Acute average length of stay	5.8	5.4	0.4	6.5%	5.7	5.4	0.3	5.7%	5.3	7.7%
<b>Acute average daily census</b>	<b>277</b>	<b>264</b>	<b>13</b>	<b>4.9%</b>	<b>281</b>	<b>263</b>	<b>18</b>	<b>6.8%</b>	<b>264</b>	<b>6.4%</b>
<b>Adjusted patient days (APD)</b>	<b>31,235</b>	<b>30,694</b>	<b>541</b>	<b>1.8%</b>	<b>62,495</b>	<b>60,706</b>	<b>1,789</b>	<b>2.9%</b>	<b>58,710</b>	<b>6.4%</b>
Post acute discharges	72	73	(1)	(1.4)%	151	137	14	10.2%	109	38.5%
Post acute patient days	9,417	9,199	218	2.4%	18,595	18,398	197	1.1%	18,257	1.9%
<b>Post acute average daily census</b>	<b>304</b>	<b>297</b>	<b>7</b>	<b>2.4%</b>	<b>300</b>	<b>297</b>	<b>3</b>	<b>1.0%</b>	<b>294</b>	<b>2.0%</b>
<b>Clinic Visits</b>	<b>30,764</b>	<b>31,790</b>	<b>(1,026)</b>	<b>(3.2)%</b>	<b>58,866</b>	<b>58,800</b>	<b>66</b>	<b>0.1%</b>	<b>57,217</b>	<b>2.9%</b>
Visits per Clinic Day	1,398	1,445	(47)	(3.2)%	1,369	1,367	2	0.1%	1,331	2.9%
<b>Physician wRVUs</b>	<b>92,882</b>	<b>79,341</b>	<b>13,541</b>	<b>17.1%</b>	<b>173,608</b>	<b>158,682</b>	<b>14,926</b>	<b>9.4%</b>	<b>150,662</b>	<b>0.0%</b>

## Net Operating Revenue

As we saw in July, August Gross Patient Service Revenues (charges) were 4.4% above budget, yet the Net Patient Service Revenue (NPSR) was \$2.3 million or 4.0% below budget. NPSR was \$4.3 million or 3.9% below budget YTD, however it is \$5.6 million or 5.6% above prior year.

Supplemental Revenue was slightly below budget by \$0.2 million for the month.

Memorandum to AHS Finance Committee  
August 2018 Operating Results

	August 2018				Year-To-Date				FY 2018	
	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance	YTD	% Change
Inpatient service revenue	\$ 172,524	\$ 162,443	\$ 10,081	6.2%	\$ 338,915	\$ 321,387	\$ 17,527	5.5%	\$ 315,710	7.4%
Outpatient service revenue	96,782	96,485	297	0.3%	191,727	185,598	6,129	3.3%	180,832	6.0%
Professional service revenue	29,990	27,787	2,203	7.9%	57,019	55,429	1,589	2.9%	39,224	45.4%
<b>Gross patient service revenue</b>	<b>299,296</b>	<b>286,715</b>	<b>12,581</b>	<b>4.4%</b>	<b>587,660</b>	<b>562,415</b>	<b>25,246</b>	<b>4.5%</b>	<b>535,766</b>	<b>9.7%</b>
Deductions from revenues	(248,549)	(233,458)	(15,091)	(6.5)%	(487,482)	(457,633)	(29,849)	(6.5)%	(440,786)	10.6%
Capitation - HPAC	3,058	2,803	255	9.1%	5,943	5,606	337	6.0%	5,533	7.4%
<b>Net patient service revenue</b>	<b>53,805</b>	<b>56,060</b>	<b>(2,255)</b>	<b>(4.0)%</b>	<b>106,122</b>	<b>110,388</b>	<b>(4,266)</b>	<b>(3.9)%</b>	<b>100,513</b>	<b>5.6%</b>
Medi-Cal Waiver	9,541	9,546	(5)	(0.1)%	19,082	19,092	(10)	(0.1)%	17,850	6.9%
Measure A, Parcel Tax, Other Support	10,176	10,025	151	1.5%	19,883	20,050	(167)	(0.8)%	19,463	2.2%
Supplemental Programs	11,165	11,187	(22)	(0.2)%	22,330	22,374	(44)	(0.2)%	19,107	16.9%
Grants & Research Protocol	509	652	(143)	(22.0)%	1,030	1,304	(274)	(21.0)%	1,025	0.4%
Other Operating Revenue	1,438	1,592	(154)	(9.7)%	3,738	3,185	553	17.4%	3,293	13.5%
<b>Supplemental revenue</b>	<b>32,829</b>	<b>33,002</b>	<b>(173)</b>	<b>(0.5)%</b>	<b>66,063</b>	<b>66,005</b>	<b>59</b>	<b>0.1%</b>	<b>60,739</b>	<b>8.8%</b>
<b>Net operating revenue</b>	<b>\$ 86,634</b>	<b>\$ 89,063</b>	<b>\$ (2,429)</b>	<b>(2.7)%</b>	<b>\$ 172,185</b>	<b>\$ 176,393</b>	<b>\$ (4,208)</b>	<b>(2.4)%</b>	<b>\$ 161,251</b>	<b>6.8%</b>
Collection % - NPSR	18.0%	19.6%	(1.6)%		18.1%	19.6%	(1.6)%		18.8%	(3.7)%
Collection % - Total	28.9%	31.1%	(2.1)%		29.3%	31.4%	(2.1)%		30.1%	(2.6)%

## Supplemental Revenues

As discussed when presenting the 2019 budget for approval, Supplemental Revenue includes accruals at the budgeted amount for several programs that have not yet been approved by CMS. These programs include the continuation of the Medi-Cal managed care supplemental programs, Enhanced Payment Program (EPP) and Quality Improvement Program (QIP), as well as a new Medi-Cal managed care Graduate Medical Education program. We are continuing to monitor the status of these programs.

The information presented below is the summary schedule of reimbursement receivable and payable as well as what is considered to be “reserves”. At a summary level, this is how to understand this information:

Net Reimbursement Receivable (Liability) (booked in the Balance Sheet)	\$ 17,392,672
Estimated Receivable (our current best estimate of what will occur)	41,253,905
Reserves (\$ that potentially could be booked as additional revenue)	<u>\$ 23,861,233</u>

The amounts are reviewed monthly and often change month to month. Reserves have developed in programs such as Rate Range IGT, MCE to Cost, EPP/QIP, PRIME, GPP, AB915, and Medicare Cost Reports. In general, this occurs because the ultimate amount that can be collect under the program is uncertain, and dependent on costs for services that were ultimately provided, quality metrics achieved, Medi-Cal enrollment, and our ability to identify and claim related costs. As a result, management tends to “book” revenue and related receivables conservatively, and then if and when programs resolve favorably we are in a position to record additional revenue rather than having to report a loss.

Please note that, even though there is an overall liability from these programs, there is a mix or liabilities and receivables. The timing of these receipts and payments is critical because this will affect the Net Negative Balance under our Line of Credit with the County.

Memorandum to AHS Finance Committee  
August 2018 Operating Results

Program/Year	Booked 8/30	Expected 8/30	Reserve	Comments
Rate Range IGT	17,500,000	17,500,000	-	Provides additional pass-through reimbursement based on Medi-Cal Managed Care lives
EPP+QIP (AMP)	70,000,000	70,000,000	-	New Medi-Cal Waiver, Enhanced Payment Program that pays 95% addition to existing contracted Medi-Cal managed care payments. Quality Incentive Program is for metrics based incentive payment to improve the health beings of Medi-Cal managed care members.
PRIME	20,939,152	20,939,152	-	Public Hospital Redesign and Incentives in Medi-Cal members, metrics based incentive payment
GPP	37,770,819	37,770,819	-	Global Payment Program to pay for services provided to the remaining uninsured, including HealthPac and charity
AB915 (OP Supplemental FFS Medi-Cal)	13,657,377	13,657,377	-	Hospital outpatient non-FQHC supplemental payment program pays for federal matching of uncompensated care provided on Outpatient services.
FQHC	(41,862,384)	(41,862,384)	-	State has retroactively denied coverage for HGH Specialty Visits billed as FQHC. We are appealing, but the State has their right to take the funds in advance, and they are doing so.
Old Waiver	(99,587,347)	(89,587,347)	10,000,000	Settlement of Old Waivers indicated that, in total, DPH's did not have sufficient unreimbursed costs to claim all DSH, requiring a repayment. Settlement has recently improved with count decision that DPH's were entitled to claim DSH on FQHC visits.
Medicare - ACHC	4,669,156	4,669,156	-	Medicare cost report settlement for Highland Hospital
Medicare - AH	(379,413)	(379,413)	-	Medicare cost report settlement for Alameda Hospital
Medicare - SLH	(647,296)	(647,296)	-	Medicare cost report settlement for San Leandro Hospital
Medi-Cal - ACHC	(21,037,361)	(21,037,361)	-	Medi-Cal P14 cost report settlement for FFS Medi-Cal for Highland Hospital
Medi-Cal - AH	3,700,000	3,700,000	-	Medi-Cal P14 cost report settlement for FFS Medi-Cal for Alameda Hospital
Medi-Cal - SLH	765,512	765,512	-	Medi-Cal P14 cost report settlement for FFS Medi-Cal for San Leandro Hospital
Physician SPA	4,459,363	12,344,363	7,885,000	Cost settlement for physician services provided to Medi-Cal patients
AB85 Realignment	(23,390,789)	(23,390,789)	-	AB85 realignment settlement due to Affordable Care Act that County is expected to need less realignment funding from the State
AB85 MCE Rate Range Suppl	13,232,000	18,232,000	5,000,000	Medi-Cal Managed Care MCE rate range revenue for Alameda County
Quality Incentive	-	400,000	400,000	P4P from Medi-Cal managed care plans
SNF Supplemental	9,619,849	9,619,849	-	Cost settlement for LTC/SNF services provided to Medi-Cal patients
Hospital Fee	1,722,527	2,163,722	441,195	Revenue allocation from Quality Assurance Fee collected from Californian private hospitals
Medi-Cal GME	2,384,000	2,384,000	-	
MAA	3,877,507	4,012,545	135,038	Cost settlement for Medi-Cal Administrative Activities in performing Medi-Cal outreach and facilitation of Medi-Cal enrollment
<b>Total</b>	<b>17,392,672</b>	<b>41,253,905</b>	<b>23,861,233</b>	

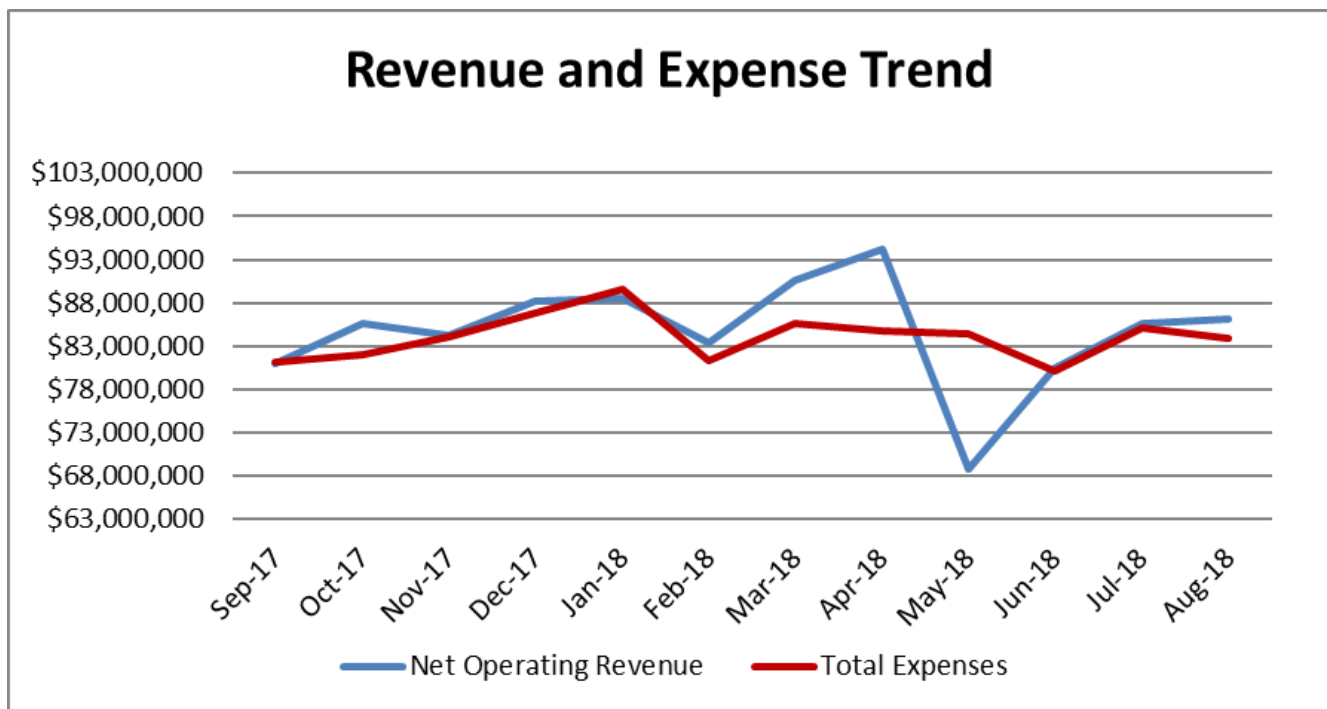
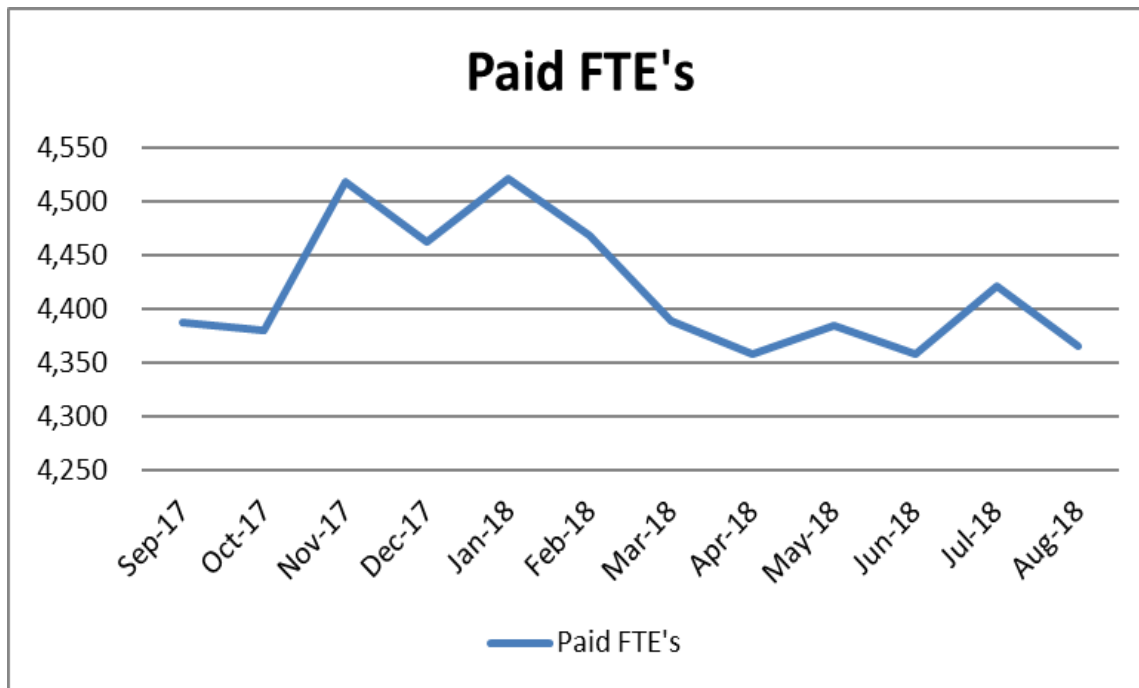
## Operating Expenses

Operating expenses were \$84.4 million for the month of August, lower than budget by \$2.6 million, or 3.0%, with the largest dollar variances in labor expenses, Contracted Physician Services, General and Administrative and Pharmaceuticals. Repairs/Maintenance/Utilities, Outside Medical Services and Materials and Supplies were over budget for the month. YTD Operating expenses were under budget by \$4.3 million or 2.5%, and 5.3% above the prior year.

- Paid FTE's of 4,365 were below the budget of 4,499 budget by 134 FTE's or 3.0%. FTE's have increased 46 from the same period in the prior year.
- Salary and Wages and Registry were under budget for the month by \$0.9 million and \$0.9 million, respectively.
- The Compensation Ratio (Salaries, and Wages Benefits and Registry divided by Net Operating Revenue) for the month was 66.7%, 0.6% below budget.
- Employee Benefits were \$0.3 million under budget for the month, however over YTD due to large claims paid in July under the self-funded health plan. This should smooth out over time and be offset by potential reinsurance funding.
- Repairs/Maintenance/Utilities were high mainly due to utilities and phone expense.
- Outside Medical Services tend to vary month to month. While they are over budget in August, they are under budget YTD.

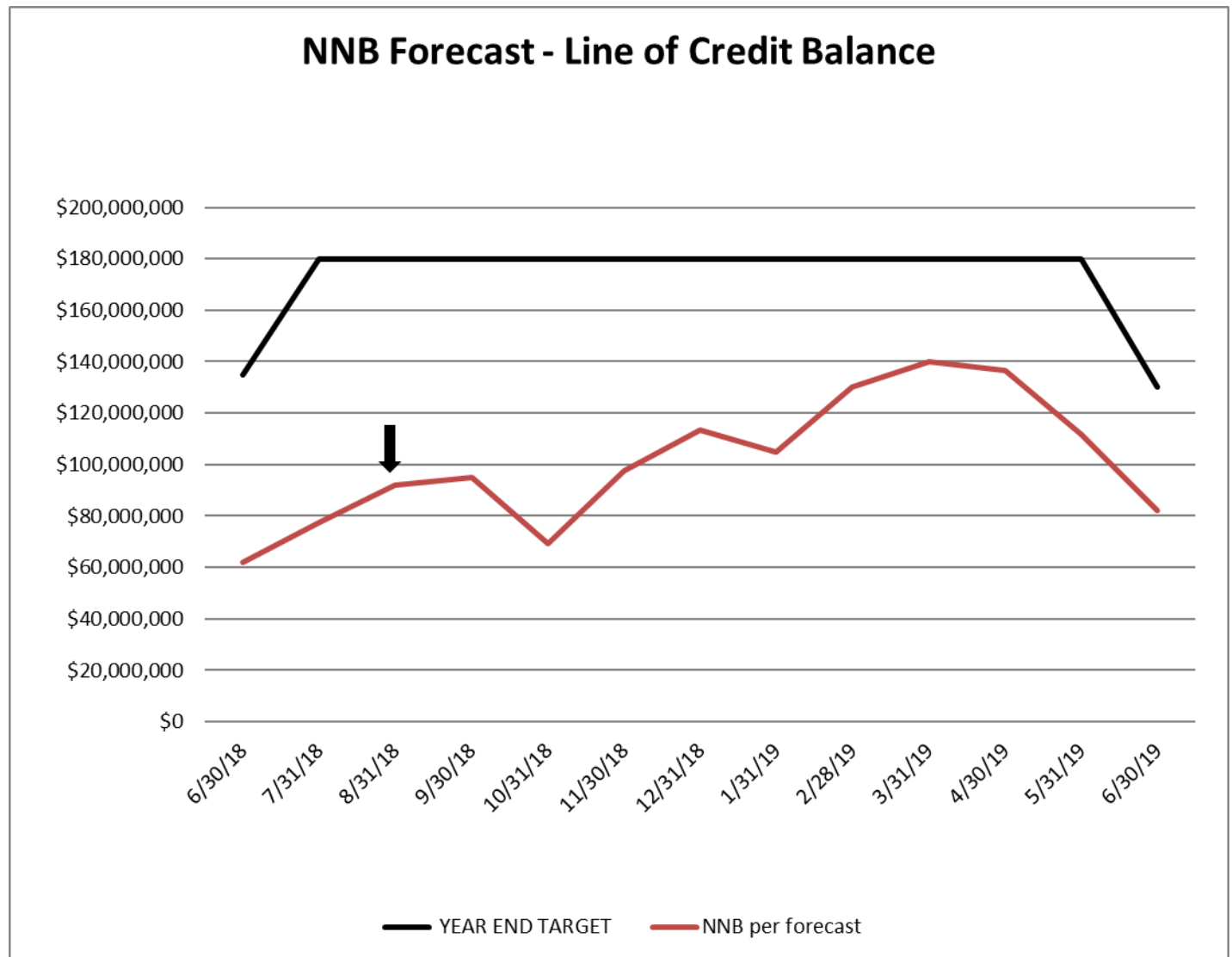
	August 2018				Year-To-Date				FY 2018	
	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance	YTD	% Change
Salaries and wages	\$ 40,873	\$ 41,805	\$ (931)	(2.2)%	\$ 82,711	\$ 84,011	\$ (1,299)	(1.5)%	\$ 76,204	(8.5)%
Registry	2,281	3,205	(924)	(28.8)%	4,205	5,968	(1,763)	(29.5)%	6,830	38.4%
Employee benefits	14,605	14,869	(264)	(1.8)%	30,598	30,086	512	1.7%	26,692	(14.6)%
Contracted physician services	7,731	7,981	(250)	(3.1)%	15,471	15,925	(454)	(2.9)%	14,413	(7.3)%
Purchased services	6,008	6,088	(80)	(1.3)%	11,767	12,107	(339)	(2.8)%	12,346	4.7%
Pharmaceuticals	2,233	2,361	(128)	(5.4)%	4,483	4,553	(70)	(1.5)%	4,800	6.6%
Medical Supplies	2,982	3,067	(85)	(2.8)%	5,421	5,930	(509)	(8.6)%	6,162	12.0%
Materials and supplies	1,657	1,612	45	2.8%	3,136	3,261	(124)	(3.8)%	3,015	(4.0)%
Outside medical services	534	386	148	38.2%	665	773	(108)	(14.0)%	818	18.7%
General & administrative expenses	1,607	1,739	(132)	(7.6)%	3,423	3,481	(58)	(1.7)%	2,839	(20.6)%
Repairs/maintenance/utilities	1,830	1,670	160	9.6%	3,615	3,339	276	8.3%	3,264	(10.8)%
Building/equipment leases & rentals	720	724	(4)	(0.6)%	1,448	1,448	0	0.0%	929	(55.8)%
Depreciation	1,301	1,442	(141)	(9.8)%	2,537	2,885	(348)	(12.0)%	2,595	2.2%
<b>Total operating expense</b>	<b>\$ 84,363</b>	<b>\$ 86,949</b>	<b>\$ (2,585)</b>	<b>(3.0)%</b>	<b>\$ 169,481</b>	<b>\$ 173,764</b>	<b>\$ (4,283)</b>	<b>(2.5)%</b>	<b>\$ 160,906</b>	<b>(5.3)%</b>
Paid full time equivalents (FTE)	4,365	4,499	(134)	(3.0)%	4,393	4,515	(123)	(2.7)%	4,347	(1.1)%
Paid FTE's per adjusted occupied bed	4.3	4.5	(0.2)	(4.6)%	4.4	4.6	(0.3)	(5.4)%	4.6	5.0%
Worked Hours per APD	21.3	22.1	(0.8)	(3.7)%	21.1	22.4	(1.3)	(5.7)%	22.3	5.4%
Compensation ratio	66.7%	67.2%	(0.6)%		68.2%	68.1%	0.2%		68.0%	(0.3)%

The charts below illustrate the trend in Total Paid FTE's and Net Operating Revenue and Expenses.



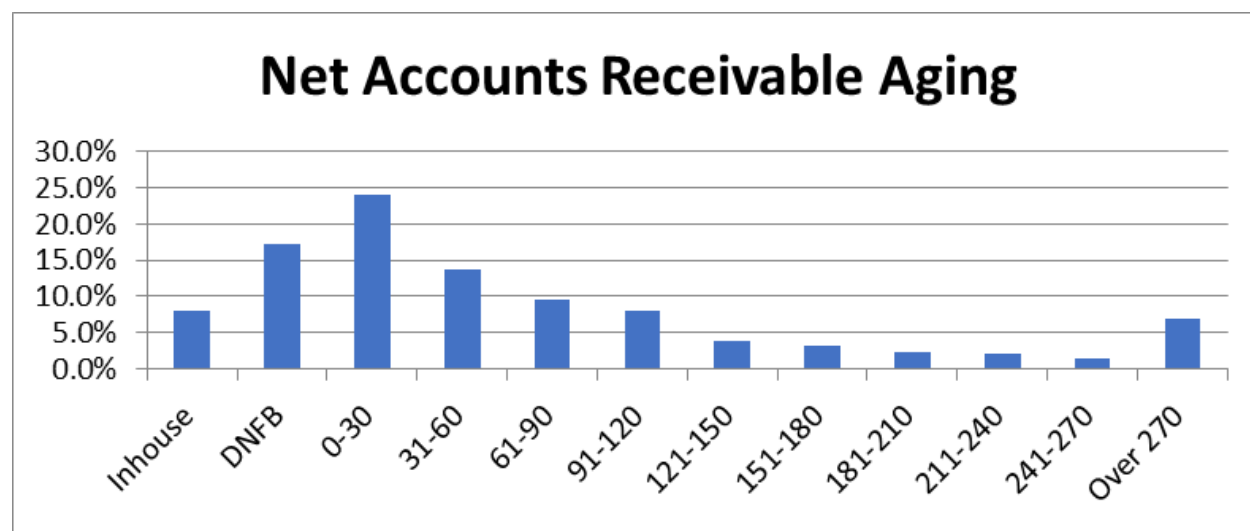
### Line of Credit (Net Negative Balance) Forecast

The Line of Credit or the Net Negative Balance (NNB) held with the County was updated to include the projection for FY19. The FY19 Supplemental Programs receipts were based on current fiscal year activity; however, the timing and amount will fluctuate based on final approval from the Federal or State agencies. The NNB is projected to be compliant with the agreement terms at June 30<sup>th</sup>.



## Balance Sheet and Financial Condition

Net Days in Accounts Receivable (AR) decreased from 66.2 to 64.2 days between July and August. 7.0% of Net AR is in the “Over 270” days aging category slightly higher than the prior month. Days in Accounts Payable decreased from 44.1 to 38.8 days. 85.3% of the Accounts Payable Aging are less than 61 days, a decrease from the 86.9% in July.



		Current Month	Prior Month	FY 2018
Days in Cash		6.4	6.4	6.9
Gross Days in AR		72.4	71.5	65.5
Net Days in AR		64.2	66.2	70.7
Days in Accounts Payable		38.8	44.1	43.2
Current Ratio		1.7	1.6	1.5

AP AGING AS OF 9/04/18						
	1-30	31-60	61-90	91-120	over 120	Total
AHS	6,066,868	4,985,235	965,964	320,261	624,205	12,962,533
	46.8%	38.5%	7.5%	2.5%	4.7%	100.0%

## 12 Month Rolling Forecast

Included in the financial package is the FY19 projection to year end. This is based on the FY 19 budget, which has been spread based on seasonally adjusted activity, holiday related payroll expenses, known salary increases, and adjusted for known issues with revenues, and anticipated savings in expenses. At this time, based on what we currently know, we have partially compensated for the impact of lower revenues based on



expenditure controls under review by the Budget Oversight Committee, although the projected EBIDA is still below budget. The Executive team continues to work on a comprehensive strategy to mitigate the consequences of lower than expected revenues.

Also included is a 12-month rolling forecast that goes from August 2018 through July 2019. FY 19 includes further reduction in Supplemental Revenues due to planned reductions in Waiver Revenues. FY 19 labor related expenses are increased by 3%, Contract Physician expense by 3%, Pharmaceuticals by 3% and Supplies by 1%. NPSR is increased by 2%.

**ALAMEDA HEALTH SYSTEM (consolidated)**  
**Statement of Revenues and Expenses**  
**For the Period Ended August 31, 2018**  
(In Thousands)

	August 2018				Year-To-Date				FY 2018		
	Actual	Budget	Variance	% Variance	Actual	Budget	Variance	% Variance	YTD	Variance	% Var
Inpatient service revenue	\$ 172,524	\$ 162,443	\$ 10,081	6.2%	\$ 338,915	\$ 321,387	\$ 17,527	5.5%	\$ 315,710	\$ 23,205	7.4%
Outpatient service revenue	96,782	96,485	297	0.3%	191,727	185,598	6,129	3.3%	180,832	10,895	6.0%
Professional service revenue	29,990	27,787	2,203	7.9%	57,019	55,429	1,589	2.9%	39,224	17,795	45.4%
<b>Gross patient service revenue</b>	<b>299,296</b>	<b>286,715</b>	<b>12,581</b>	<b>4.4%</b>	<b>587,660</b>	<b>562,415</b>	<b>25,246</b>	<b>4.5%</b>	<b>535,766</b>	<b>51,895</b>	<b>9.7%</b>
Deductions from revenues	(248,549)	(233,458)	(15,091)	(6.5)%	(487,482)	(457,633)	(29,849)	(6.5)%	(440,786)	(46,696)	10.6%
Capitation - HPAC	3,058	2,803	255	9.1%	5,943	5,606	337	6.0%	5,533	410	7.4%
<b>Net patient service revenue</b>	<b>53,805</b>	<b>56,060</b>	<b>(2,255)</b>	<b>(4.0)%</b>	<b>106,122</b>	<b>110,388</b>	<b>(4,266)</b>	<b>(3.9)%</b>	<b>100,513</b>	<b>5,609</b>	<b>5.6%</b>
Medi-Cal Waiver	9,541	9,546	(5)	(0.1)%	19,082	19,092	(10)	(0.1)%	17,850	1,232	6.9%
Measure A, Parcel Tax, Other Support	10,176	10,025	151	1.5%	19,883	20,050	(167)	(0.8)%	19,463	421	2.2%
Supplemental Programs	11,165	11,187	(22)	(0.2)%	22,330	22,374	(44)	(0.2)%	19,107	3,223	16.9%
Grants & Research Protocol	509	652	(143)	(22.0)%	1,030	1,304	(274)	(21.0)%	1,025	5	0.4%
Other Operating Revenue	1,438	1,592	(154)	(9.7)%	3,738	3,185	553	17.4%	3,293	445	13.5%
<b>Supplemental revenue</b>	<b>32,829</b>	<b>33,002</b>	<b>(173)</b>	<b>(0.5)%</b>	<b>66,063</b>	<b>66,005</b>	<b>59</b>	<b>0.1%</b>	<b>60,739</b>	<b>5,325</b>	<b>8.8%</b>
<b>Net operating revenue</b>	<b>86,634</b>	<b>89,063</b>	<b>(2,429)</b>	<b>(2.7)%</b>	<b>172,185</b>	<b>176,393</b>	<b>(4,208)</b>	<b>(2.4)%</b>	<b>161,251</b>	<b>10,934</b>	<b>6.8%</b>
Salaries and wages	40,873	41,805	(931)	(2.2)%	82,711	84,011	(1,299)	(1.5)%	76,204	6,507	8.5%
Registry	2,281	3,205	(924)	(28.8)%	4,205	5,968	(1,763)	(29.5)%	6,830	(2,626)	(38.4)%
Employee benefits	14,605	14,869	(264)	(1.8)%	30,598	30,086	512	1.7%	26,692	3,906	14.6%
Contracted physician services	7,731	7,981	(250)	(3.1)%	15,471	15,925	(454)	(2.9)%	14,413	1,058	7.3%
Purchased services	6,008	6,088	(80)	(1.3)%	11,767	12,107	(339)	(2.8)%	12,346	(579)	(4.7)%
Pharmaceuticals	2,233	2,361	(128)	(5.4)%	4,483	4,553	(70)	(1.5)%	4,800	(317)	(6.6)%
Medical Supplies	2,982	3,067	(85)	(2.8)%	5,421	5,930	(509)	(8.6)%	6,162	(741)	(12.0)%
Materials and supplies	1,657	1,612	45	2.8%	3,136	3,261	(124)	(3.8)%	3,015	122	4.0%
Outside medical services	534	386	148	38.2%	665	773	(108)	(14.0)%	818	(153)	(18.7)%
General & administrative expenses	1,607	1,739	(132)	(7.6)%	3,423	3,481	(58)	(1.7)%	2,839	584	20.6%
Repairs/maintenance/utilities	1,830	1,670	160	9.6%	3,615	3,339	276	8.3%	3,264	351	10.8%
Building/equipment leases & rentals	720	724	(4)	(0.6)%	1,448	1,448	0	0.0%	929	519	55.8%
Depreciation	1,301	1,442	(141)	(9.8)%	2,537	2,885	(348)	(12.0)%	2,595	(57)	(2.2)%
<b>Total operating expense</b>	<b>84,363</b>	<b>86,949</b>	<b>(2,585)</b>	<b>(3.0)%</b>	<b>169,481</b>	<b>173,764</b>	<b>(4,283)</b>	<b>(2.5)%</b>	<b>160,906</b>	<b>8,575</b>	<b>5.3%</b>
<b>Operating Income</b>	<b>2,271</b>	<b>2,114</b>	<b>157</b>	<b>7.4%</b>	<b>2,704</b>	<b>2,629</b>	<b>75</b>	<b>2.9%</b>	<b>345</b>	<b>2,359</b>	<b>683.9%</b>
Interest income/(expense) net	(64)	(32)	(32)	(100.3)%	(178)	(64)	(114)	(176.7)%	(28)	(150)	(534.4)%
Retirement GASB68	(4,062)	(4,149)	88	2.1%	(8,124)	(8,301)	177	2.1%	(8,116)	(8)	(0.1)%
Other Non-operating income(exp)	21	26	(5)	(19.5)%	42	53	(10)	(19.5)%	42	0	0.9%
<b>Net Income</b>	<b>\$ (1,834)</b>	<b>\$ (2,041)</b>	<b>\$ 207</b>	<b>10.1%</b>	<b>\$ (5,555)</b>	<b>\$ (5,683)</b>	<b>\$ 128</b>	<b>2.3%</b>	<b>\$ (7,757)</b>	<b>\$ 2,202</b>	<b>28.4%</b>
Operating Margin	2.6%	2.4%	0.2%		1.6%	1.5%	0.1%		0.2%	1.4%	
EBIDA Margin	4.1%	4.0%	0.1%		3.1%	3.2%	(0.1)%		1.8%	1.3%	
Collection % - NPSR	18.0%	19.6%	(1.6)%		18.1%	19.6%	(1.6)%		18.8%	(0.7)%	
Collection % - Total	28.9%	31.1%	(2.1)%		29.3%	31.4%	(2.1)%		30.1%	(0.8)%	
Acute discharges	1,489	1,510	(21)	(1.4)%	3,039	3,001	38	1.3%	3,065	(26)	(0.8)%
Acute patient days	8,588	8,191	397	4.8%	17,447	16,292	1,155	7.1%	16,339	1,108	6.8%
Acute average length of stay	5.8	5.4	0.4	6.5%	5.7	5.4	0.3	5.7%	5.3	0.4	7.7%
Acute average daily census	277	264	13	4.9%	281	263	18	6.8%	264	17	6.4%
Post acute discharges	72	73	(1)	(1.4)%	151	137	14	10.2%	109	42	38.5%
Post acute patient days	9,417	9,199	218	2.4%	18,595	18,398	197	1.1%	18,257	338	1.9%
Post acute average daily census	304	297	7	2.4%	300	297	3	1.0%	294	6	2.0%
Clinic Visits	30,764	31,790	(1,026)	(3.2)%	58,866	58,800	66	0.1%	57,217	1,649	2.9%
Adjusted patient days (APD)	31,235	30,694	541	1.8%	62,495	60,706	1,789	2.9%	58,710	3,785	6.4%
Physician wRVUs	92,882	79,341	13,541	17.1%	173,608	158,682	14,926	9.4%	150,662	22,946	15.2%
Net Operating Revenue per APD	\$ 2,774	\$ 2,902	\$ (128)	(4.4)%	\$ 2,755	\$ 2,906	\$ (151)	(5.2)%	\$ 2,747	9	0.3%
Expense per APD	\$ 2,701	\$ 2,833	\$ (132)	(4.7)%	\$ 2,712	\$ 2,862	\$ (150)	(5.3)%	\$ 2,741	(29)	(1.1)%
Operating Income per APD	\$ 73	\$ 69	\$ 4	5.6%	\$ 43	\$ 43	\$ (0)	(0.1)%	\$ 6	37	637.1%
Paid full time equivalents (FTE)	4,365	4,499	(134)	(3.0)%	4,393	4,515	(123)	(2.7)%	4,347	46	1.1%
Paid FTE's per adjusted occupied bed	4.3	4.5	(0.2)	(4.6)%	4.4	4.6	(0.3)	(5.4)%	4.6	(0.2)	(5.0)%
Worked hours per APD	21.3	22.1	(0.8)	(3.7)%	21.1	22.4	(1.3)	(5.7)%	22.3	(1.2)	(5.4)%
Compensation ratio	66.7%	67.2%	(0.6)%		68.2%	68.1%	0.2%		68.0%	0.2%	

**ALAMEDA HEALTH SYSTEM (consolidated)**

**Balance Sheet**

**As of August 31, 2018**

(In Thousands)

	Current Month	Prior Month	FY 2018
<b>ASSETS</b>			
Current assets:			
Cash & Cash Equivalents	\$17,064	\$17,275	\$18,501
Cash Held in Trust	94	88	87
Patient Receivables, net	121,677	125,154	123,424
Reimbursement Receivables, net	44,512	26,533	6,542
Inventories	9,420	9,362	9,387
Prepaid expenses	4,906	7,785	8,064
Other receivables	22,120	21,079	20,959
<b>TOTAL CURRENT ASSETS</b>	<b>219,793</b>	<b>207,276</b>	<b>186,964</b>
Cash Held Board Designated	23,858	23,858	23,858
<b>TOTAL RESTRICTED CASH</b>	<b>23,858</b>	<b>23,858</b>	<b>23,858</b>
<b>PROPERTY, PLANT &amp; EQUIPMENT</b>			
Construction in Process	37,952	37,150	34,669
Land, Buildings, Leasehold Improvements	70,423	70,056	70,056
Equipment, Software	169,948	167,344	167,344
Subtotal - Property, Plant & Equipment	278,323	274,550	272,069
Less: Accumulated Depreciation	(163,481)	(161,907)	(160,670)
<b>NET PROPERTY, PLANT &amp; EQUIPMENT</b>	<b>114,842</b>	<b>112,643</b>	<b>111,399</b>
<b>INVESTMENT IN AHP</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>DEFERRED OUTFLOWS OF RESOURCES</b>	<b>133,637</b>	<b>100,253</b>	<b>103,714</b>
<b>TOTAL ASSETS &amp; DEFERRED OUTFLOWS</b>	<b>\$492,130</b>	<b>\$444,030</b>	<b>\$425,935</b>
<b>LIABILITIES &amp; NET ASSETS</b>			
Accounts Payable	33,582	37,032	39,727
Compensation Related Liabilities	53,172	49,091	44,995
Estimated Third Party Settlements Payable	0	0	0
Due to County of Alameda & State	1,370	1,903	2,309
Other Payables	38,773	39,109	39,261
<b>TOTAL CURRENT LIABILITIES</b>	<b>126,897</b>	<b>127,135</b>	<b>126,292</b>
Self Insurance Liability	25,812	25,812	25,812
Working Capital Loan	111,825	100,916	85,572
Pension and Postemployment Benefits	393,470	454,931	453,336
Other Long-term Liabilities	31,095	31,095	31,120
<b>TOTAL LONG TERM LIABILITIES</b>	<b>562,202</b>	<b>612,754</b>	<b>595,840</b>
<b>Deferred Inflows of Resources</b>	<b>98,592</b>	<b>19,818</b>	<b>20,487</b>
Capital Contribution - County	46,535	46,535	46,535
Capital Contribution - Foundation	10,250	10,250	10,250
Capital Contribution - Other	14,000	14,000	9,000
Fund Balance -- Prior Years	(360,791)	(382,741)	(342,148)
Current Year Income / (Loss)	(5,555)	(3,721)	(40,321)
<b>FUND BALANCE</b>	<b>(295,561)</b>	<b>(315,677)</b>	<b>(316,684)</b>
<b>TOTAL LIABILITIES, DEFERRED OUTFLOWS, &amp; FUND BALANCE</b>	<b>\$492,130</b>	<b>\$444,030</b>	<b>\$425,935</b>
Days in Cash	6.4	6.4	6.9
Gross Days in AR	72.4	71.5	65.5
Net Days in AR	64.2	66.2	70.7
Days in Accounts Payable	38.8	44.1	43.2
Current Ratio	1.7	1.6	1.5

**ALAMEDA HEALTH SYSTEM (consolidated)**  
**Statement of Cash Flows**  
**For the Period Ended August 31, 2018**  
(In Thousands)

	<u>Current Month</u>	<u>Year-to Date</u>
<b>Operating Activities</b>		
Net Income (Loss)	(\$1,834)	(\$5,555)
Adjustments to reconcile change in net assets to net cash provided by operating activities:		
Depreciation and amortization	1,301	2,537
Net changes in operating assets and liabilities:		
(Increase)/Decrease Patient Account Receivables, net	3,477	1,747
(Increase)/Decrease Reimbursement Receivables, net	(17,979)	(37,970)
(Increase)/Decrease Inventories	(58)	(33)
(Increase)/Decrease Prepaid Expenses	2,879	3,158
(Increase)/Decrease Other Receivables	(1,041)	(1,161)
(Increase)/Decrease Deferred Outflows	(33,384)	(29,923)
(Decrease)/Increase in Accounts payable, accrued expenses and estimated third-party settlements	21,712	22,283
(Decrease)/Increase in Deferred Inflows	78,774	78,105
<b>Net Cash Provided (Used) by operating activities</b>	<b>53,847</b>	<b>33,188</b>
<b>Investing Activities</b>		
Change in Cash Held in Trust	(6)	(7)
Change in Restricted Cash	-	0
Change in Investment in AHP	-	-
Net Purchases of Property, Plant and Equipment	(3,500)	(5,980)
Change in Self-insurance, Pension, and Other Long-term liabilities	(61,461)	(59,891)
<b>Net Cash Provided (Used) by investing activities</b>	<b>(64,967)</b>	<b>(65,878)</b>
<b>Financing Activities</b>		
Contributions for capital projects	-	5,000
Change in Working Capital Loan	10,909	26,253
<b>Net Cash Provided (Used) by financing activities</b>	<b>10,909</b>	<b>31,253</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<b>(211)</b>	<b>(1,437)</b>
<b>Cash and Equivalents at beginning of period</b>	<b>17,275</b>	<b>18,501</b>
<b>Cash and Equivalents at end of period</b>	<b>\$17,064</b>	<b>\$17,064</b>

## **August 2018 Forecast Assumptions**

### **FY 19 Forecast Assumptions**

Original amounts based on FY 19 budget spread based on seasonality.

Gross IP revenues increased 2% monthly based on increased days due to ED virtual beds implemented.

NPSR % adjusted to account for budget shortfall, and for virtual bed days.

Salary savings applied 100 FTE Sep/Oct, 80 FTE Nov/Dec, 50 FTE Jan-Jun.

Salary reduction plan includes normal vacancies, reduced OT, and not filling overhead positions and others per benchmarking.

Registry increased 5% Nov, 10% Dec-Jun for additional use of temporary positions.

Benefits Adj for salary change and lower Workers' Comp.

Purchased Services reduced 3.4 mill from budget

Supplies reduced 6 million from budget

Other / Admin and General Expense reduce 500K from budget

### **12 Month Rolling Forecast**

#### **July 2019 Assumption**

Original Amount is July 2018 Actuals.

Gross Patient Service Revenue and Contractuals increased 2%.

Supplemental Waiver Revenues decreased to 90% of amounts per Waiver, lower amounts for both GPP and Prime.

Capitation HCAP increased 1%.

Salaries, Registry, Benefits, Contract Physicians, Pharmaceuticals increased 3%.

Supplies increased 1%.

Outside Medical Services and Depreciation at May budget amounts.

Does not assume any budgetary cuts or changes in services.

Shows how revenue and expenses will trend.

August 2018 FY 19 Forecast (in Millions)	ACTUAL JUL 2018	ACTUAL AUG 2018	PROJECTION SEP 2018	PROJECTION OCT 2018	PROJECTION NOV 2018	PROJECTION DEC 2018	PROJECTION JAN 2019	PROJECTION FEB 2019	PROJECTION MAR 2019	PROJECTION APR 2019	PROJECTION MAY 2019	PROJECTION JUN 2019	PROJECTION TOTAL 12 MONTHS	PROJECTION FY19 BUDGET	VARIANCE FROM BUDGET
Inpatient service revenue	166,391	172,524	160,719	165,039	165,218	169,891	175,572	156,761	176,926	170,521	166,965	159,681	2,006,208	1,955,988	50,220
Outpatient service revenue	94,945	96,782	91,950	94,926	87,487	88,817	98,171	86,268	99,756	91,974	95,141	91,712	1,117,929	1,111,800	6,129
Professional service revenue	27,029	29,990	25,934	26,378	25,072	26,240	27,159	24,338	26,773	25,974	26,545	26,349	317,782	315,684	2,098
<b>Gross Patient Service Revenue</b>	<b>288,364</b>	<b>299,296</b>	<b>278,603</b>	<b>286,342</b>	<b>277,777</b>	<b>284,948</b>	<b>300,903</b>	<b>267,368</b>	<b>303,455</b>	<b>288,469</b>	<b>288,652</b>	<b>277,742</b>	<b>3,441,918</b>	<b>3,383,472</b>	<b>58,446</b>
Deductions from revenues	(238,932)	(248,549)	(230,940)	(235,839)	(228,501)	(234,239)	(247,754)	(220,413)	(249,891)	(237,579)	(237,878)	(228,819)	(2,839,335)	(2,754,770)	(84,565)
Capitation - HPAC	2,885	3,058	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,803	33,971	33,634	337
<b>Net Patient Service Revenue</b>	<b>52,316</b>	<b>53,805</b>	<b>50,465</b>	<b>53,306</b>	<b>52,079</b>	<b>53,512</b>	<b>55,951</b>	<b>49,758</b>	<b>56,367</b>	<b>53,692</b>	<b>53,577</b>	<b>51,726</b>	<b>636,554</b>	<b>662,336</b>	<b>(25,781)</b>
Medi-Cal Waiver	9,541	9,541	9,541	9,541	9,541	9,540	9,540	9,540	9,540	9,540	9,540	9,540	114,485	114,485	-
Measure A, Parcel Tax, Other Support	9,707	10,176	10,025	10,025	10,025	10,025	10,025	10,025	10,025	10,025	10,025	10,025	120,133	120,300	(167)
Supplemental Programs (FY19 incl shi	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	133,980	133,980	(0)
Grants & Research Protocol	521	509	652	652	652	652	652	652	652	652	652	652	7,550	7,824	(274)
Other Operating Revenue	2,300	1,438	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	19,658	19,104	554
<b>Total Supplemental Revenue</b>	<b>33,235</b>	<b>32,829</b>	<b>32,975</b>	<b>32,975</b>	<b>32,975</b>	<b>32,974</b>	<b>32,974</b>	<b>32,974</b>	<b>32,974</b>	<b>32,974</b>	<b>32,974</b>	<b>32,974</b>	<b>395,807</b>	<b>395,693</b>	<b>114</b>
<b>Net Operating Revenue</b>	<b>85,551</b>	<b>86,634</b>	<b>83,440</b>	<b>86,281</b>	<b>85,054</b>	<b>86,486</b>	<b>88,925</b>	<b>82,732</b>	<b>89,341</b>	<b>86,666</b>	<b>86,551</b>	<b>84,700</b>	<b>1,032,361</b>	<b>1,058,029</b>	<b>(25,668)</b>
Salaries and wages	41,838	40,873	39,487	40,133	42,440	42,613	43,684	38,099	41,337	39,761	41,907	39,564	491,736	499,294	(7,557)
Registry	1,923	2,281	3,049	2,700	2,933	2,749	2,739	2,626	2,646	2,593	2,698	2,824	31,761	31,413	348
Employee benefits	15,993	14,605	14,015	14,244	15,063	15,124	15,505	13,522	14,672	14,112	14,874	14,042	175,771	177,711	(1,940)
Contracted physician services	7,740	7,731	7,382	7,624	7,293	7,589	7,822	7,107	7,724	7,521	7,666	7,617	90,815	91,269	(454)
Purchased services	5,759	6,008	5,773	5,706	5,677	5,806	5,805	5,769	5,827	5,751	5,738	5,784	69,401	72,574	(3,173)
Pharmaceuticals	2,250	2,233	2,346	2,467	2,416	2,491	2,674	2,354	2,635	2,538	2,580	2,153	29,136	29,276	(140)
Medical Supplies	2,439	2,982	2,575	2,577	2,541	2,513	2,702	2,437	2,716	2,605	2,609	2,660	31,355	35,243	(3,888)
Materials and supplies	1,479	1,657	1,383	1,396	1,375	1,402	1,507	1,408	1,482	1,423	1,400	1,399	17,312	19,283	(1,971)
Outside medical services	131	534	374	386	374	386	379	348	380	356	364	356	4,367	4,475	(108)
General & administrative expenses	1,816	1,607	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,692	20,390	20,886	(496)
Repairs/maintenance/utilities	1,785	1,830	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	20,311	20,035	276
Building/equipment leases & rentals	728	720	724	724	724	724	724	724	724	724	724	724	8,686	8,685	1
Depreciation	1,236	1,301	1,407	1,440	1,407	1,442	1,318	1,236	1,319	1,277	1,299	1,269	15,952	16,300	(348)
<b>Total Operating Expenses</b>	<b>85,118</b>	<b>84,363</b>	<b>81,881</b>	<b>82,765</b>	<b>85,608</b>	<b>86,204</b>	<b>88,224</b>	<b>78,998</b>	<b>84,829</b>	<b>82,027</b>	<b>85,226</b>	<b>81,752</b>	<b>1,006,994</b>	<b>1,026,444</b>	<b>(19,450)</b>
<b>Operating Income</b>	<b>433</b>	<b>2,271</b>	<b>1,559</b>	<b>3,516</b>	<b>(554)</b>	<b>281</b>	<b>701</b>	<b>3,734</b>	<b>4,512</b>	<b>4,639</b>	<b>1,325</b>	<b>2,948</b>	<b>25,367</b>	<b>31,585</b>	<b>(6,218)</b>
Interest income/(expense) net	(114)	(64)	(30)	(32)	(30)	(32)	(31)	(24)	(31)	(27)	(28)	(25)	(468)	(355)	(113)
Retirement GASB68	(4,062)	(4,062)	(4,145)	(4,148)	(4,151)	(4,153)	(4,155)	(4,137)	(4,151)	(4,147)	(4,155)	(4,148)	(49,613)	(49,790)	177
Other Non-operating income(expense)	21	21	26	26	26	26	26	26	26	26	26	26	306	317	(11)
<b>Non-Operating Income/(Expense)</b>	<b>(4,154)</b>	<b>(4,105)</b>	<b>(4,148)</b>	<b>(4,154)</b>	<b>(4,154)</b>	<b>(4,159)</b>	<b>(4,159)</b>	<b>(4,135)</b>	<b>(4,155)</b>	<b>(4,147)</b>	<b>(4,157)</b>	<b>(4,147)</b>	<b>(49,775)</b>	<b>(49,828)</b>	<b>53</b>
<b>Net Income</b>	<b>\$ (3,721)</b>	<b>\$ (1,834)</b>	<b>\$ (2,589)</b>	<b>\$ (638)</b>	<b>\$ (4,708)</b>	<b>\$ (3,877)</b>	<b>\$ (3,458)</b>	<b>\$ (401)</b>	<b>\$ 357</b>	<b>\$ 491</b>	<b>\$ (2,832)</b>	<b>\$ (1,199)</b>	<b>\$ (24,408)</b>	<b>\$ (18,243)</b>	<b>\$ (6,165)</b>
<b>Operating Margin</b>	<b>0.5%</b>	<b>2.6%</b>	<b>1.9%</b>	<b>4.1%</b>	<b>(0.7)%</b>	<b>0.3%</b>	<b>0.8%</b>	<b>4.5%</b>	<b>5.1%</b>	<b>5.4%</b>	<b>1.5%</b>	<b>3.5%</b>	<b>2.5%</b>	<b>3.0%</b>	<b>(0.5)%</b>
<b>EBIDA Margin</b>	<b>2.0%</b>	<b>4.1%</b>	<b>3.6%</b>	<b>5.8%</b>	<b>1.0%</b>	<b>2.0%</b>	<b>2.3%</b>	<b>6.0%</b>	<b>6.6%</b>	<b>6.9%</b>	<b>3.1%</b>	<b>5.0%</b>	<b>4.0%</b>	<b>4.6%</b>	<b>(0.5)%</b>
Collection % - NPSR	18.1%	18.0%	18.1%	18.6%	18.7%	18.8%	18.6%	18.6%	18.6%	18.6%	18.6%	18.6%	18.5%	19.6%	(1.1)%
Collection % - Total	29.7%	28.9%	29.9%	30.1%	30.6%	30.4%	29.6%	30.9%	29.4%	30.0%	30.0%	30.5%	30.0%	31.3%	(1.3)%

August 2018 12 Month Rolling Forecast (in Millions)	ACTUAL JUL 2018	ACTUAL AUG 2018	PROJECTION SEP 2018	PROJECTION OCT 2018	PROJECTION NOV 2018	PROJECTION DEC 2018	PROJECTION JAN 2019	PROJECTION FEB 2019	PROJECTION MAR 2019	PROJECTION APR 2019	PROJECTION MAY 2019	PROJECTION JUN 2019	PROJECTION JUL 2019	PROJECTION TOTAL 12 MONTHS	FY19 BUDGET	VARIANCE FROM BUDGET
Inpatient service revenue	166,391	172,524	160,719	165,039	165,218	169,891	175,572	156,761	176,926	170,521	166,965	159,681	169,719	2,009,535	1,955,988	53,547
Outpatient service revenue	94,945	96,782	91,950	94,926	87,487	88,817	98,171	86,268	99,756	91,974	95,141	91,712	96,844	1,119,828	1,111,800	8,028
Professional service revenue	27,029	29,990	25,934	26,378	25,072	26,240	27,159	24,338	26,773	25,974	26,545	26,349	27,569	318,322	315,684	2,638
<b>Gross Patient Service Revenue</b>	<b>288,364</b>	<b>299,296</b>	<b>278,603</b>	<b>286,342</b>	<b>277,777</b>	<b>284,948</b>	<b>300,903</b>	<b>267,368</b>	<b>303,455</b>	<b>288,469</b>	<b>288,652</b>	<b>277,742</b>	<b>294,132</b>	<b>3,447,686</b>	<b>3,383,472</b>	<b>64,214</b>
Deductions from revenues	(238,932)	(248,549)	(230,940)	(235,839)	(228,501)	(234,239)	(247,754)	(220,413)	(249,891)	(237,579)	(237,878)	(228,819)	(243,711)	(2,844,113)	(2,754,770)	(89,343)
Capitation - HPAC	2,885	3,058	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,913	34,000	33,634	366
<b>Net Patient Service Revenue</b>	<b>52,316</b>	<b>53,805</b>	<b>50,465</b>	<b>53,306</b>	<b>52,079</b>	<b>53,512</b>	<b>55,951</b>	<b>49,758</b>	<b>56,367</b>	<b>53,692</b>	<b>53,577</b>	<b>51,726</b>	<b>53,334</b>	<b>637,572</b>	<b>662,336</b>	<b>(24,764)</b>
Medi-Cal Waiver	9,541	9,541	9,541	9,541	9,541	9,540	9,540	9,540	9,540	9,540	9,540	9,540	7,760	112,704	114,485	(1,781)
Measure A, Parcel Tax, Other Support	9,707	10,176	10,025	10,025	10,025	10,025	10,025	10,025	10,025	10,025	10,025	10,025	10,025	120,451	120,300	151
Supplemental Programs (FY19 incl sl	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	11,165	133,980	133,980	(0)
Grants & Research Protocol	521	509	652	652	652	652	652	652	652	652	652	652	652	7,681	7,824	(143)
Other Operating Revenue	2,300	1,438	1,582	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,592	1,600	18,958	19,104	(146)
Incentives/Reserve Adjustment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
<b>Total Supplemental Revenue</b>	<b>33,235</b>	<b>32,829</b>	<b>32,975</b>	<b>32,975</b>	<b>32,975</b>	<b>32,974</b>	<b>32,974</b>	<b>32,974</b>	<b>32,974</b>	<b>32,974</b>	<b>32,974</b>	<b>32,974</b>	<b>31,202</b>	<b>393,774</b>	<b>395,693</b>	<b>(1,919)</b>
<b>Net Operating Revenue</b>	<b>85,551</b>	<b>86,634</b>	<b>83,440</b>	<b>86,281</b>	<b>85,054</b>	<b>86,486</b>	<b>88,925</b>	<b>82,732</b>	<b>89,341</b>	<b>86,666</b>	<b>86,551</b>	<b>84,700</b>	<b>84,536</b>	<b>1,031,346</b>	<b>1,058,029</b>	<b>(26,683)</b>
Salaries and wages	41,838	40,873	39,487	40,133	42,440	42,613	43,684	38,099	41,337	39,761	41,907	39,564	43,093	492,992	499,294	(6,302)
Registry	1,923	2,281	3,049	2,700	2,933	2,749	2,739	2,626	2,646	2,593	2,698	2,824	1,981	31,818	31,413	405
Employee benefits	15,993	14,605	14,015	14,244	15,063	15,124	15,505	13,522	14,672	14,112	14,874	14,042	16,473	176,251	177,711	(1,460)
Contracted physician services	7,740	7,731	7,382	7,624	7,293	7,589	7,822	7,107	7,724	7,521	7,666	7,617	7,972	91,047	91,269	(222)
Purchased services	5,759	6,008	5,773	5,706	5,677	5,806	5,805	5,769	5,827	5,751	5,738	5,784	5,759	69,401	72,574	(3,173)
Pharmaceuticals	2,250	2,233	2,346	2,467	2,416	2,491	2,674	2,354	2,635	2,538	2,580	2,153	2,318	29,204	29,276	(72)
Medical Supplies	2,439	2,982	2,575	2,577	2,541	2,513	2,702	2,437	2,716	2,605	2,609	2,660	2,463	31,380	35,243	(3,863)
Materials and supplies	1,479	1,657	1,383	1,396	1,375	1,402	1,507	1,408	1,482	1,423	1,400	1,399	1,494	17,327	19,283	(1,956)
Outside medical services	131	534	374	386	374	386	379	348	380	356	364	356	364	4,600	4,475	125
General & administrative expenses	1,816	1,607	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,697	1,692	1,816	20,390	20,886	(496)
Repairs/maintenance/utilities	1,785	1,830	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,670	1,785	20,311	20,035	276
Building/equipment leases & rentals	728	720	724	724	724	724	724	724	724	724	724	724	728	8,686	8,685	1
Depreciation	1,236	1,301	1,407	1,440	1,407	1,442	1,318	1,236	1,319	1,277	1,299	1,269	1,299	16,015	16,300	(285)
<b>Total Operating Expenses</b>	<b>85,118</b>	<b>84,363</b>	<b>81,881</b>	<b>82,765</b>	<b>85,608</b>	<b>86,204</b>	<b>88,224</b>	<b>78,998</b>	<b>84,829</b>	<b>82,027</b>	<b>85,226</b>	<b>81,752</b>	<b>87,545</b>	<b>1,009,421</b>	<b>1,026,444</b>	<b>(17,023)</b>
<b>Operating Income</b>	<b>433</b>	<b>2,271</b>	<b>1,559</b>	<b>3,516</b>	<b>(554)</b>	<b>281</b>	<b>701</b>	<b>3,734</b>	<b>4,512</b>	<b>4,639</b>	<b>1,325</b>	<b>2,948</b>	<b>(3,009)</b>	<b>21,925</b>	<b>31,585</b>	<b>(9,660)</b>
Interest income/(expense) net	(114)	(64)	(30)	(32)	(30)	(32)	(31)	(24)	(31)	(27)	(28)	(25)	(114)	(468)	(355)	(113)
Retirement GASB68	(4,062)	(4,062)	(4,145)	(4,148)	(4,151)	(4,153)	(4,155)	(4,137)	(4,151)	(4,147)	(4,155)	(4,148)	(4,155)	(49,707)	(49,790)	83
Support Services Allocation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other Non-operating income(expense)	21	21	26	26	26	26	26	26	26	26	26	26	21	306	317	(11)
<b>Non-Operating Income/(Expense)</b>	<b>(4,154)</b>	<b>(4,105)</b>	<b>(4,148)</b>	<b>(4,154)</b>	<b>(4,154)</b>	<b>(4,159)</b>	<b>(4,159)</b>	<b>(4,135)</b>	<b>(4,155)</b>	<b>(4,147)</b>	<b>(4,157)</b>	<b>(4,147)</b>	<b>(4,248)</b>	<b>(49,869)</b>	<b>(49,828)</b>	<b>(41)</b>
<b>Net Income</b>	<b>\$ (3,721)</b>	<b>\$ (1,834)</b>	<b>\$ (2,589)</b>	<b>\$ (638)</b>	<b>\$ (4,708)</b>	<b>\$ (3,877)</b>	<b>\$ (3,458)</b>	<b>\$ (401)</b>	<b>\$ 357</b>	<b>\$ 491</b>	<b>\$ (2,832)</b>	<b>\$ (1,199)</b>	<b>\$ (7,256)</b>	<b>\$ (27,944)</b>	<b>\$ (18,243)</b>	<b>\$ (9,701)</b>
<b>Operating Margin</b>	<b>0.5%</b>	<b>2.6%</b>	<b>1.9%</b>	<b>4.1%</b>	<b>(0.7)%</b>	<b>0.3%</b>	<b>0.8%</b>	<b>4.5%</b>	<b>5.1%</b>	<b>5.4%</b>	<b>1.5%</b>	<b>3.5%</b>	<b>0.5%</b>	<b>2.1%</b>	<b>3.0%</b>	<b>(0.9)%</b>
<b>EBIDA Margin</b>	<b>2.0%</b>	<b>4.1%</b>	<b>3.6%</b>	<b>5.8%</b>	<b>1.0%</b>	<b>2.0%</b>	<b>2.3%</b>	<b>6.0%</b>	<b>6.6%</b>	<b>6.9%</b>	<b>3.1%</b>	<b>5.0%</b>	<b>2.0%</b>	<b>3.7%</b>	<b>4.6%</b>	<b>(0.8)%</b>
Collection % - NPSR	18.1%	18.0%	18.1%	18.6%	18.7%	18.8%	18.6%	18.6%	18.6%	18.6%	18.6%	18.6%	18.1%	18.5%	19.6%	(1.1)%
Collection % - Total	29.7%	28.9%	29.9%	30.1%	30.6%	30.4%	29.6%	30.9%	29.4%	30.0%	30.0%	30.5%	29.7%	29.9%	31.3%	(1.4)%

Monthly Performance Benchmark Report - Fiscal Year-to-Date August, 2018  
Fiscal 2019

	PRIOR YEARS (Twelve Months)			YEAR-TO-DATE		Annual Budget	2019 BENCHMARKS		
	FY2017 Actual	FY2018 Budget	FY2018 Actual	FYTD 2019 Actual	FYTD 2019 Budget	2019	25 %	50 %	75 %
<b>ACCESS</b>									
System Discharges	19,867	19,920	19,027 ↑	3,192	3,138	18,622			
Average Daily Census	573	572	574	577	583	571			
Adjusted Patient Days (APD)	346,492	343,215	359,177	62,032	63,242	360,517			
<b>REVENUE</b>									
Net Operating Revenue (\$000s)	\$ 972,347	\$ 1,020,624	\$ 1,006,392 ↓	\$ 171,716	\$ 176,393	\$ 1,058,365			
Net Operating Revenue per APD	\$ 2,806	\$ 2,974	\$ 2,802 ↓	\$ 2,768	\$ 2,789	\$ 2,936	\$ 3,082	\$ 2,936	\$ 2,789
Collection % - NPSR	22.2%	20.6%	19.3%	18.1%	19.6%	19.6%			
Collection % - Total	31.4%	29.9%	30.5%	29.2%	31.4%	31.3%			
<b>EXPENSE</b>									
Total Operating Expense (\$000s)	\$ 934,030	\$ 991,173	\$ 1,000,906 ↑	\$ 168,649	\$ 173,764	\$ 1,026,444			
Expense per APD	\$ 2,696	\$ 2,888	\$ 2,787 ↑	\$ 2,719	\$ 2,748	\$ 2,847	\$ 2,705	\$ 2,847	\$ 2,990
Paid full time equivalents (FTE)	4,148	4,498	4,409 ↑	4,384	4,508	4,456			
Paid FTE's per adjusted occupied b	4.37	4.78	4.48	4.38	4.42	4.51			
Worked hours per APD	21.59	23.43	21.86	21.21	21.43	22.37			
<b>CASH FLOW</b>									
Operating Income (\$000s)	\$ 38,317	\$ 29,450	\$ 5,486 ↑	\$ 3,067	\$ 2,629	\$ 31,921			
Operating Margin	3.9%	2.9%	0.5%	1.8%	1.5%	3.0%	12.3%	3.0%	(7.2)%
EBIDA Margin	5.5%	4.4%	2.2%	3.3%	3.2%	4.6%	5.0%	4.6%	4.1%
Operating Income per APD	\$ 111	\$ 86	\$ 15	\$ 49	\$ 42	\$ 89			
<b>OTHER</b>									
Compensation Ratio	64.8%	65.2%	67.5%	68.3%	68.1%	66.9%			
Capital Expense percentage	1.58%	1.63%	1.58%	1.58%	1.67%	1.52%	1.7%	1.5%	1.4%



DEPARTMENT OPERATING EXPENSES						DEPARTMENT FTEs			
EXECUTIVE	Management Area	ACTUAL2018	ACTUAL2019	BUDGET2019	\$ VARIANCE	ACTUAL 2018	ACTUAL 2019	BUDGET 2019	FTE VARIANCE
AHS TOTAL		160,906,466	169,480,978	173,763,935	↑\$ 4,282,957	4335.0	4379.0	4502.7	↑ 123.7
Ghassan Jamaledine, MD		15,745,800	33,240,682	36,408,371	↑\$ 3,167,689	713.2	722.4	821.3	↑ 99.0
Ghassan Jamaledine, MD	Provider Delivery	6,932,087	23,261,989	25,848,480	↑\$ 2,586,491	263.7	251.8	290.8	↑ 39.0
Ghassan Jamaledine, MD	CLINICS AND PROVIDERS	45,389	24,952	29,606	↑\$ 4,653	2.4	1.4	1.4	↓ 0.0
Palav Babaria, MD	Ambulatory Clinics	7,886,012	9,237,004	9,634,762	↑\$ 397,758	419.5	441.7	491.9	↑ 50.2
Tanvir Hussain	Quality	882,313	716,737	895,523	↑\$ 178,786	27.6	27.5	37.3	↑ 9.8
Nancy Kaatz - Interim CFO		21,413,997	6,318,422	7,344,579	↑\$ 1,026,157	335.6	338.9	372.7	↑ 33.8
Ann Metzger	Acct, PR, AP, Purch	14,975,262	981,240	964,163	↓\$ (17,078)	33.4	32.6	39.0	↑ 6.4
FINANCE - Nancy Kaatz	OVERHEAD COSTS	3,041,300	2,768,555	3,171,952	↑\$ 403,397	100.9	101.4	121.8	↑ 20.4
Bernadette Jensen	Revenue Cycle	2,811,106	2,102,375	2,686,396	↑\$ 584,021	182.2	185.5	191.6	↑ 6.1
Bernice Zander	Medical Records SLH	224,397	131,783	171,051	↑\$ 39,268	6.0	7.4	8.2	↑ 0.9
Ishwari Venkataraman	Planning	361,932	334,469	351,017	↑\$ 16,549	13.0	12.0	12.0	↓ 0.0
Tony Redmond		1,609,418	1,419,350	2,157,731	↑\$ 738,381	58.5	65.6	74.4	↑ 8.8
Jessica Pitt	Health Path, Neighborhood	201,086	218,746	295,176	↑\$ 76,431	8.0	10.1	11.0	↑ 0.9
Paula Peck	Rewards & Benefits	459,259	426,326	709,669	↑\$ 283,343	18.3	18.5	20.4	↑ 1.9
Chamayne Pierce	SYS HR BUSINESS SERVICES	183,916	90,013	225,785	↑\$ 135,773	4.0	4.0	5.0	↑ 1.0
Lisa May	Recruit, HRIS	550,905	474,467	724,920	↑\$ 250,453	19.3	23.7	28.0	↑ 4.3
Athena Buenconsejo	SYS LABOR RELATIONS	213,702	209,672	202,181	↓\$ (7,491)	8.9	9.3	10.0	↑ 0.7
Louise Nakada	AHD AUXILLARY	551	127		↓\$ (127)	0.0	0.0	0.0	0.0
Ed Babakanian		7,894,483	5,162,940	6,552,870	↑\$ 1,389,931	166.5	209.9	224.4	↑ 14.5
Babakanian, Ed	Medical Informatics	107,430	44,372	140,174	↑\$ 95,802	2.9	1.0	3.0	↑ 2.0
Ed Babakanian - IT	IT Admin	3,311,316	2,065,230	2,847,881	↑\$ 782,650	50.1	23.1	28.0	↑ 4.9
Nick Volosin	Network, Help Desk	2,988,521	2,149,649	2,264,251	↑\$ 114,601	58.5	57.7	62.4	↑ 4.8
Katya Osipova	EHR	86,706	59,443	75,047	↑\$ 15,605	2.1	77.6	77.6	0.0
John Witt	SYS IT PROJ MGMT	3,792			\$ -				0.0
Bernice Zander	Medical Records SYS	1,396,718	844,246	1,225,518	↑\$ 381,272	52.9	50.5	53.4	↑ 2.9
Mike Moyer		914,672	737,461	950,730	↑\$ 213,269	26.7	23.6	28.3	↑ 4.7
Ira Holley	Contracting	53,036	90,385	187,040	↑\$ 96,654	1.2	3.7	5.5	↑ 1.8
Mike Moyer	Legal & Board of Trustees	687,509	483,445	595,561	↑\$ 112,116	18.5	13.1	15.8	↑ 2.7
Rick Kibler	Int Audit, Comp	174,128	163,630	168,129	↑\$ 4,499	6.9	6.8	7.0	↑ 0.2
Luis Fonseca		79,024,224	81,598,522	80,788,441	↓\$ (810,081)	2893.5	2884.0	2829.0	↓ -55.0
CAO/CNE - Vacant	Nursing	78,847	56,648	39,566	↓\$ (17,083)	4.7	3.9	3.0	↓ -0.9
Luis Fonseca	Acute Care	51,607,400	51,385,881	50,990,307	↓\$ (395,574)	1614.8	1578.7	1534.6	↓ -44.1
Luis Fonseca	SYS Operations	12,674,768	13,834,057	14,394,013	↑\$ 559,956	540.1	540.5	540.2	↓ -0.3
Richard Espinoza	Post Acute Care	7,904,711	8,720,679	8,285,015	↓\$ (435,663)	439.7	442.6	438.1	↓ -4.5
Karyn Tribble, PhD	Behavioral Health	6,545,070	7,389,057	6,813,572	↓\$ (575,486)	280.8	303.4	294.5	↓ -8.9
Espinoza, Richard	Admin	95,687	75,082	118,424	↑\$ 43,342	2.0	2.6	5.0	↑ 2.4
Espinoza, Richard	SNF	117,742	137,118	147,545	↑\$ 10,427	11.4	12.2	13.4	↑ 1.2
Delvecchio Finley		5,017,410	7,868,108	6,590,449	↓\$ (1,277,659)	141.0	134.7	152.6	↑ 17.9
Tangerine Brigham	Pop Health Admin, Care Mgmt	4,881,317	4,490,413	5,363,007	↑\$ 872,594	131.4	125.7	142.2	↑ 16.5
Delvecchio Finley	System Administration	136,093	3,377,695	1,227,442	↓\$ (2,150,253)	9.6	9.0	10.4	↑ 1.4
TOTAL AHS Excluding Employee Benefits, and Depreciation		131,620,004	136,345,485	140,793,172	↑\$ 4,447,687				
ALL SYSTEM DEPRECIATION		2,594,744	2,537,278	2,884,791	↑\$ 347,513				
ALL EMPLOYEE BENEFITS		26,691,718	30,598,215	30,085,972	↓\$ (512,243)				
AHS Total		160,906,466	169,480,978	173,763,935	↑\$ 4,282,957	4335.0	4379.0	4502.7	↑ 123.7

# ALAMEDA HEALTH SYSTEM

## SUMMARY OVERVIEW OF STATISTICS - by Business Unit

Update: 09/28/18  
Report Status: FINAL

For the Month and Year-to-Date ending August 31, 2018

\*Note: SLH patient days will be updated retro to the posted months as room charge received

	August	BUDGET	# VAR	% VAR	YTD	BUDGET	# VAR	% VAR	PYTD	# VAR	% Var
<b>ACUTE</b>											
PATIENT DAYS	6,469	6,056	413	7 %	13,231	12,031	1,200	10 %	12,182	1,049	9 %
DISCHARGES	1,264	1,240	24	2 %	2,558	2,491	67	3 %	2,556	2	0 %
Average Daily Census	208.7	195.4	13.3	7 %	213.4	194.0	19.4	10 %	196.5	16.9	9 %
Average Length of Stay	5.1	4.9	0.2	4 %	5.2	4.8	0.4	8 %	4.8	0.4	8 %
Occupancy	83%	78%	5 %		85%	77%	8 %		78%	7 %	
SURGERIES	889	849	40	5 %	1,557	1,577	(20)	(1)%	1,576	(19)	(1)%
EMERGENCY VISITS	8,894	9,930	(1,036)	(10)%	17,936	20,020	(2,084)	(10)%	18,098	(162)	(1)%
DELIVERIES	129	123	6	5 %	251	242	9	4 %	256	(5)	(2)%
CLINIC VISTS	379	615	(236)	(38)%	695	1,241	(546)	(44)%	657	38	6 %
HGH Case Mix	1.441	1.356	0.085	6 %	1.414	1.356	0.058	4 %	1.356	0.058	4 %
AHD Case Mix (Incl PB/SS)	1.480	1.201	0.279	23 %	1.490	1.201	0.289	24 %	1.201	0.289	24 %
SLH Case Mix	1.870	1.582	0.288	18 %	1.770	1.582	0.188	12 %	1.582	0.188	12 %
<b>POST ACUTE</b>											
PATIENT DAYS	9,415	9,199	216	2 %	18,593	18,398	195	1 %	18,257	336	2 %
DISCHARGES	73	73	-	0 %	152	137	15	11 %	109	43	39 %
Average Daily Census	303.7	296.7	7.0	2 %	299.9	296.7	3.2	1 %	294.5	5.4	2 %
Average Length of Stay	129.0	126.0	3.0	2 %	122.3	134.3	(12.0)	(9)%	167.5	(45.2)	(27)%
Occupancy	96%	94%	2 %		95%	94%	1 %		93%	2 %	
REHAB CLINIC VISITS	22	6	16	267 %	27	16	11	69 %	27	-	0 %
FMT Case Mix Index	1.154	1.030	0.124	12 %	1.130	1.030	0.100	10 %	1.030	0.100	10 %
<b>BEHAVIORAL HEALTH</b>											
PATIENT DAYS	2,119	2,135	(16)	(1)%	4,216	4,261	(45)	(1)%	4,157	59	1 %
DISCHARGES	226	270	(44)	(16)%	482	510	(28)	(5)%	509	(27)	(5)%
Average Daily Census	68.4	68.9	(0.5)	(1)%	68.0	68.7	(0.7)	(1)%	67.0	1.0	1 %
Average Length of Stay	9.4	7.9	1.5	19 %	8.8	8.4	0.4	5 %	8.2	0.6	7 %
Occupancy	99%	100%	(1)%		99%	100%	(1)%		97%	2 %	
EMERGENCY VISITS	1,208	1,128	80	7 %	2,484	2,268	216	10 %	2,296	188	8 %
CLINIC VISITS	1,857	1,715	142	8 %	3,454	3,124	330	11 %	3,386	68	2 %
JGP Case Mix Index	1.110	1.017	0.093	9 %	1.112	1.017	0.095	9 %	1.017	(1.017)	(100)%
<b>AMBULATORY SBU CLINIC VISITS</b>											
PRIMARY CARE	17,513	17,996	(483)	(3)%	33,404	33,393	11	0 %	31,245	2,159	7 %
SPECIALTY CARE	11,008	11,458	(450)	(4)%	21,301	21,026	275	1 %	21,901	(600)	(3)%
Total Visits	28,521	29,454	(933)	(3)%	54,705	54,419	286	1 %	53,146	1,559	3 %

# ALAMEDA HEALTH SYSTEM

## SUMMARY OVERVIEW OF STATISTICS - by Campus

For the Month and Year-to-Date ending August 31, 2018

\*Note: SLH patient days will be updated retro to the posted months as room charge received

Update: 09/28/18  
Report Status: FINAL

	August	BUDGET	# VAR	% VAR	YTD	BUDGET	# VAR	% VAR	PYTD	# VAR	% Var
<b>PATIENT DAYS (Net of well baby)</b>											
ALAMEDA	6,279	6,086	193	3 %	12,566	12,210	356	3 %	12,343	223	2 %
FAIRMONT	4,082	3,909	173	4 %	7,914	7,818	96	1 %	7,458	456	6 %
HIGHLAND	4,671	4,347	324	7 %	9,535	8,707	828	10 %	8,821	714	8 %
JOHN GEORGE	2,119	2,135	(16)	(1)%	4,216	4,261	(45)	(1)%	4,157	59	1 %
SAN LEANDRO	852	913	(61)	(7)%	1,809	1,694	115	7 %	1,817	(8)	0 %
TOTAL	18,003	17,390	613	4 %	36,040	34,690	1,350	4 %	34,596	1,444	4 %
Average Daily Census	581	561	20	4 %	581	560	21	4 %	558	23	4 %
Occupancy	91.5%	88.3%	3.2 %		91.5%	88.1%	3.4 %		87.9%	3.6 %	
<b>DISCHARGES (Net of Well Baby)</b>											
ALAMEDA	213	195	18	9 %	435	409	26	6 %	393	42	11 %
FAIRMONT	57	53	4	8 %	109	101	8	8 %	78	31	40 %
HIGHLAND	854	843	11	1 %	1,731	1,689	42	2 %	1,730	1	0 %
JOHN GEORGE	226	270	(44)	(16)%	482	510	(28)	(5)%	509	(27)	(5)%
SAN LEANDRO	213	222	(9)	(4)%	435	429	6	1 %	464	(29)	(6)%
TOTAL	1,563	1,583	(20)	(1)%	3,192	3,138	54	2 %	3,174	18	1 %
<b>DELIVERIES</b>	129	123	6	5 %	251	242	9	4 %	256	(5)	(2)%
<b>SURGERIES</b>											
ALAMEDA	196	211	(15)	(7)%	371	371	-	0 %	370	1	0 %
HIGHLAND	560	497	63	13 %	929	934	(5)	(1)%	928	1	0 %
SAN LEANDRO	133	141	(8)	(6)%	257	272	(15)	(6)%	278	(21)	(8)%
TOTAL	889	849	40	5 %	1,557	1,577	(20)	(1)%	1,576	(19)	(1)%
<b>EMERGENCY VISITS</b>											
ALAMEDA	1,345	1,272	73	6 %	2,745	2,630	115	4 %	2,707	38	1 %
HIGHLAND	5,157	5,859	(702)	(12)%	10,300	11,770	(1,470)	(12)%	10,387	(87)	(1)%
JOHN GEORGE	1,208	1,128	80	7 %	2,484	2,268	216	10 %	2,296	188	8 %
SAN LEANDRO	2,392	2,799	(407)	(15)%	4,891	5,620	(729)	(13)%	5,004	(113)	(2)%
TOTAL	10,102	11,058	(956)	(9)%	20,420	22,288	(1,868)	(8)%	20,394	26	0 %
<b>AMBULATORY CLINIC VISITS</b>											
ALAMEDA	1,228	1,145	83	7 %	2,300	2,047	253	12 %	2,052	248	12 %
EASTMONT	5,475	5,689	(214)	(4)%	10,810	10,708	102	1 %	10,678	132	1 %
FAIRMONT	69	103	(34)	(33)%	146	198	(52)	(26)%	183	(37)	(20)%
HAYWARD	3,453	3,125	328	10 %	6,598	5,975	623	10 %	5,776	822	14 %
HIGHLAND	16,028	16,802	(774)	(5)%	30,516	30,909	(393)	(1)%	30,098	418	1 %
NEWARK	2,268	2,590	(322)	(12)%	4,335	4,582	(247)	(5)%	4,359	(24)	(1)%
SUBTOTAL	28,521	29,454	(933)	(3)%	54,705	54,419	286	1 %	53,146	1,559	3 %
<b>OTHER CLINIC VISITS</b>											
HGH PRE-ANESTHESIA CLINIC	219	429	(210)	(49)%	408	887	(479)	(54)%	358	50	14 %
HGH LACTATION CLINIC	108	139	(31)	(22)%	195	268	(73)	(27)%	214	(19)	(9)%
AHD SURGERY CLINIC	52	47	5	11 %	92	86	6	7 %	85	7	8 %
BEHAVIORAL VISITS	1,857	1,715	142	8 %	3,454	3,124	330	11 %	3,386	68	2 %
FMT REHAB CLINIC	22	6	16	267 %	27	16	11	69 %	27	-	0 %
SUBTOTAL	2,258	2,336	(78)	(3)%	4,176	4,381	(205)	(5)%	4,070	106	3 %
TOTAL CLINIC VISITS	30,779	31,790	(1,011)	(3)%	58,881	58,800	81	0 %	57,216	1,665	3 %
<b>NON TRADITIONAL VISITS</b>											
PHONE VISITS	524	-	524	0 %	1,070	-	1,070	0 %	340	730	215 %
E-CONSULTS	69	-	69	0 %	137	-	137	0 %	164	(27)	(16)%
NURSE VISITS	936	-	936	0 %	1,821	-	1,821	0 %	1,815	6	0 %
PHARMACY VISITS	688	-	688	0 %	1,329	-	1,329	0 %	720	609	85 %
	2,217	-	2,217		4,357	-	4,357		3,039	1,318	