

# NOTICE OF MEETING

## NORTH BROWARD HOSPITAL DISTRICT

### BOARD OF COMMISSIONERS

A Finance Committee meeting will be held on Wednesday, August 19, 2020, immediately following the Compliance and Ethics Committee meeting, via WebEx. The purpose of this committee meeting is to review and consider any matters within the committee's jurisdiction.

NOTE: NOTE: These public Committee meetings shall be conducted only through communications media technology in accordance with Fla. Exec. Order No. 2020-69, as amended, and § 120.54(5)(b)2., Florida Statutes.

These meetings shall be open to the public who may attend by using the call-in toll number provided below:

Call-In Toll Number: (650) 479-3208

Meeting Access Code: 160 500 5353

Meeting Password: 2rZeMwmdE89

For the most updated information, please check our website as schedules may change for reasons beyond our control <https://www.browardhealth.org/pages/board-calendar>

Any person who decides to appeal any decision of the District's Board with respect to any matter considered at these meetings will need a record of the proceedings, and for such purpose, may need to ensure that a verbatim record of the proceedings is made which record includes testimony and evidence upon which the appeal is to be based.

North Broward Hospital District Board Of Commissioners  
1700 Northwest 49th Street, Suite #150, Ft. Lauderdale, 33309

**FINANCE COMMITTEE  
Immediately following the Compliance and Ethics Committee Meeting  
JULY 22, 2020**

The Finance Committee of the North Broward Hospital District was held on July 22, 2020, immediately following the Compliance and Ethics Committee meeting, via WebEx video conference.

**1. NOTICE**

Official notice and agenda of this meeting is attached to the Minutes, as EXHIBIT I and EXHIBIT II, as presented for consideration of the Committee.

**2. CALL TO ORDER**

There being a quorum present, the meeting was called to order by Chair Stacy L. Angier at 12:44 p.m.

**3. COMMITTEE MEMBERS**

*Present:* Commissioner Stacy L. Angier, Chair  
Commissioner Ray T. Berry, Vice Chair  
Commissioner Nancy W. Gregoire  
Commissioner Christopher T. Ure  
Commissioner Marie C. Waugh

*Senior Leadership  
Additionally Present:* Gino Santorio/President/Chief Executive Officer, Alan Goldsmith/Chief Administrative Officer, Alex Fernandez/Chief Financial Officer, Linda Epstein/Corporate General Counsel, Jerry Del Amo/Deputy General Counsel

**4. GOVERNOR'S EXECUTIVE ORDER ANNOUNCEMENT**

General Counsel delivered the Governor’s Executive Order for the record, as seen below.

“This public board committee meeting is being conducted through communications media technology in accordance with the Governor’s Executive Order No. 20-69, as extended by the Governor’s Executive Order No. 20-150 and Section § 120.54(5)(b)2 of the Florida

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Statutes. This meeting is open to the public, and the public may attend this meeting via telephone conference call. The conference call information is currently posted on Broward Health's website. All the requirements of Florida's Sunshine Law are still in effect, including the memorialization of minutes. While not a requirement under Florida law, we will attempt to record this meeting and post it on Broward Health's website for the public and for those who may not be able to attend this live telephone conference."

### 5. PUBLIC COMMENTS

None.

### 6. APPROVAL OF MINUTES

Staff Recommendation: That the Finance Committee of the North Broward Hospital District approve the minutes from June 17, 2020.

**Staff recommendation carried without dissent.**

### 7. TOPIC OF DISCUSSION

7.1. COVID-19 Update – presented by Alex Fernandez, SVP, Chief Financial Officer

Mr. Fernandez gave a COVID-19 update. He noted that the end-of-the-year financials are still in the closing process.

- Broward Health System

A brief high-level report was given on the following categories: (for more detail, go to slide 2 of the Financial Review Fiscal Year 2020 PowerPoint presentation).

- Admissions
- Observation Cases
- Total Hospitalizations
- Total Surgeries ED Visits Net Operating Revenue
- SW & B
- Supplies
- Other
- Depreciation & Common Service
- Net Gain (Loss) from Oper.
- Net Gain/(Loss) from Oper. Budget
- Over (Under)
- Cares Act Funding
  - Up until February 2020 the organization was \$1.6m over budget.
  - Year-to-Date 2020 the organization was \$(48.4m) under budget.
- Cumulative COVID-19 Financial Impact
  - Revenue Impact from Changes in Volume (Month-Over-Month)

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- Volume losses from March 2020 through June 2020 were discussed related to the pandemic impact, as seen below: (for more detail, go to slide 4 of the Financial Review Fiscal Year 2020 PowerPoint presentation).
  - Elective Surgeries
  - OP facilities/clinics
  - Physician clinics
  - Urgent care
  - Emergency departments
    - \$(88m) Net revenue – did not include expenses.
    - Elective surgeries suspended mid-July.
- Debt Service Coverage Ratio (DSCR) in millions: (for more detail, go to slide 5 of the Financial Review Fiscal Year 2020 PowerPoint presentation).
  - Excess of Revenue Over Expenses Less Unrealized
    - Add Depreciation
    - Add Interest Expense
  - Income Available for Debt Service
  - Max Annual Debt Service on LT Debt
  - Annual DSCR (1.1x)
  - Headroom
    - 3.6 year-to-date.
    - CARES Act funding had a huge impact on quick recovery.
- Cares Act Stimulus Funding: (for more detail, go to slide 6 of the Financial Review Fiscal Year 2020 PowerPoint presentation).
  - Received a total of \$74.8 mil in Cares Act funding year-to-date. This does not include the advance and does not have to be repaid.
    - BH received \$ 18.7 million of the \$ 50 billion in the first 2 tranches released of the \$ 100 billion designated to support hospitals and healthcare providers April 20.
    - BH received the following for Safety Net:
      - \$18.6 mil First payment June 20.
      - \$426k Second payment June 20.
      - \$11.3 mil July 20.
    - BH received \$25.8 mil for HHS High Area Impact Payment July 20.

Mr. Fernandez also shared a Centralized Denials Management update, as shown below:

- Centralized Denials Management
  - Broward Health System – Centralized Denials Team go-live date is July 6, 2020: (for more detail, go to slides 8 and 9 of the Financial Review Fiscal Year 2020 Centralized Denials Management PowerPoint presentation).

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- Reports to Managed Care – 9 employees
  - Director of Denials Improvement
  - 4 Clinical Denials Specialist
  - 4 Technical Denials Specialist (1 vacant position)
- Healthrise Team
  - Director
  - Senior Manager
  - Analytical Support Specialist
    - The Clinical and Denials Specialists will conduct comprehensive reviews of denied accounts.
    - and write compelling arguments to ensure payment.
    - Remote due to increased COVID-19 cases.
  - Major Focus Areas
    - Measure – Tracking and trending.
    - Analyze – Where do we need to focus efforts.
    - Improve – Determine corrective actions needed.
    - Tools – Revamp PIC worklist structure.

Since go live we have identified issues across the district with timely admission notifications, status changes and post discharge account corrections. Working in conjunction with the CPAS team, a new Admissions Unit will be launched in August 2020 to streamline the process and reduce the first pass denial rates.

### 7.2. BHCS, Contractual Agreement for OB-GYN On-Call Services

**MOTION:** It was *moved* by Commissioner Gregoire, *seconded* by Commissioner Berry, that:

Staff Recommendation: That the Finance Committee recommend that the Board of Commissioners of the North Broward Hospital District authorize the District to enter into call coverage agreements for Obstetrics/Gynecology at the 88<sup>th</sup> percentile at Broward Health Coral Springs.

Staff recommendation *carried* unanimously.

### 7.3. BHMC, Contractual Agreement for Orthopedic Surgery On-Call Services

**MOTION:** It was *moved* by Commissioner Berry, *seconded* by Commissioner Gregoire, that:

Staff Recommendation: That the Finance Committee recommend that the Board of Commissioners of the North Broward Hospital District authorize the District to enter into Emergency Department On-Call Coverage and Inpatient Services Agreement for Orthopedic Surgery at the 90th percentile at Broward Health Medical Center.

Staff recommendation *carried* unanimously.

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### 7.4. BHMC, Contractual Agreement for Psychiatry On-Call Services

**MOTION:** It was *moved* by Commissioner Ure, *seconded* by Commissioner Waugh, that:

Staff Recommendation: That the Finance Committee recommend that the Board of Commissioners of the North Broward Hospital District authorize the District to enter into Emergency Department On-Call Coverage and Inpatient Services Agreement for Psychiatry which is greater than the 90th percentile at Broward Health Medical Center.

Staff recommendation *carried* unanimously.

### 7.5. BHC, Authorize to Execute a Lease Agreement with Welltower OM Group, LLC

**MOTION:** It was *moved* by Commissioner Gregoire, *seconded* by Commissioner Ure, that:

Staff Recommendation: That the Finance Committee recommend that the Board of Commissioners of the North Broward Hospital District authorize the District to execute a ten (10) year Lease Agreement with Welltower OM Group, LLC for 4,808 square feet of medical office space at 600 S. Pine Island Road, Suite 204, Plantation, Florida, 33324, subject to the terms and conditions as outlined in the Executive Summary of Request 1.

Staff recommendation *carried* unanimously.

### 7.6. BHC, Authorize to Execute a Food and Nutrition Management Services Agreement with Aramark Healthcare Support Management Services, LLC

**MOTION:** It was *moved* by Commissioner Ure, *seconded* by Commissioner Gregoire, that:

Staff Recommendation: That the Finance Committee recommend that the Board of Commissioners of the North Broward Hospital District authorize the District to enter into a 5-Year Food and Nutrition Management Services Agreement with Aramark Healthcare Support Management Services, LLC.

Staff recommendation *carried* unanimously.

### 7.7. FY20 Balanced Scorecard – presented by Gino Santorio and Mark Sprada.

Mr. Sprada introduced Mr. Gary Lawson, Interim Chief Human Resource Officer and Mr. Bob Younskevicius, Senior Associate of Mercer Human Resource Consulting Firm.

# MINUTES

## NORTH BROWARD HOSPITAL DISTRICT

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Mr. Sprada stated that the mercer engagement included a retitling project and a review of the Fiscal Year 2021 incentive compensation plan. Mr. Lawson and Mr. Younskevicius presented their findings to the committee.

\*Due to time constraints and as a result of the scheduled Special Board Tax Announcement Meeting, the Finance Committee meeting recessed.

**MOTION:** It was *moved* by Commissioner Gregoire, *seconded* by Commissioner Waugh that:

The Finance Committee Meeting of the North Broward Hospital District recessed at 1:29 p.m.

Motion *carried* unanimously.

\*The Finance Committee meeting reconvened at 2:02 p.m. Mr. Lawson and Mr. Younskevicius continued their presentation.

Mr. Santorio presented the Balanced Scorecard Fiscal Year 2021 Indicators for the Broward Health Pillars.

**MOTION:** It was *moved* by Commissioner Gregoire, *seconded* by Commissioner Ure, that:

The Finance Committee recommend that the Board of Commissioners of the North Broward Hospital District authorize the District to approve the balanced scorecard for fiscal year 2021 for at risk compensation.

Staff recommendation *carried* unanimously.

### 8. **ADJOURNMENT**

There being no further business on the agenda, the Chair adjourned the meeting at 2:20 p.m.

Respectfully submitted,  
Commissioner Marie C. Waugh, Secretary/Treasurer

# Financial Review Fiscal Year 2021 July 2020

August 19, 2020





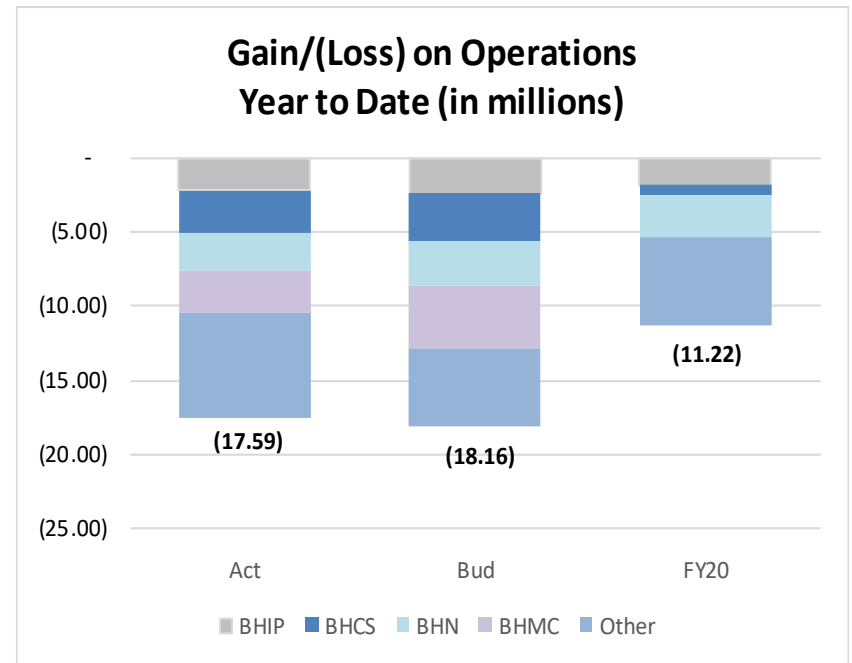
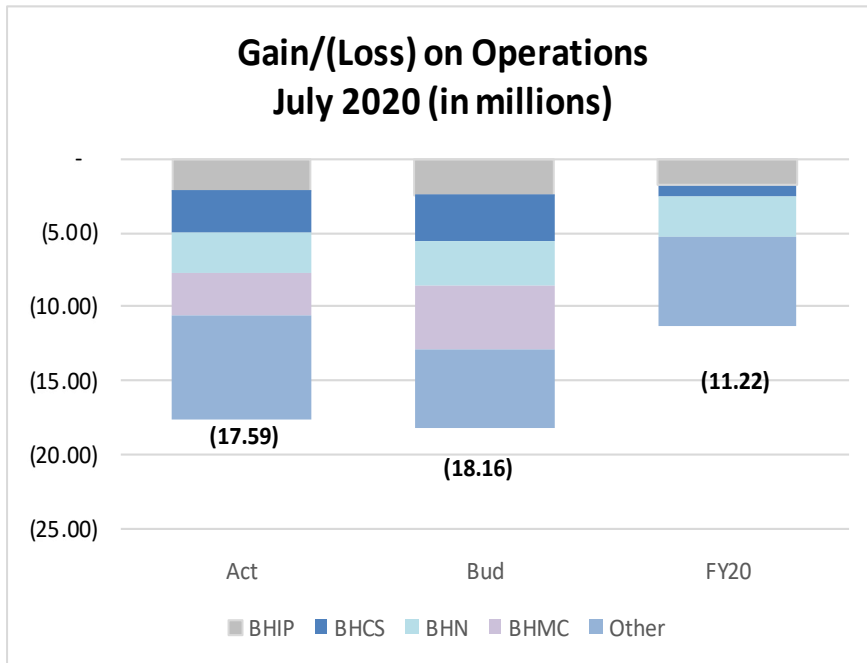


# Broward Health System

## DRIVERS

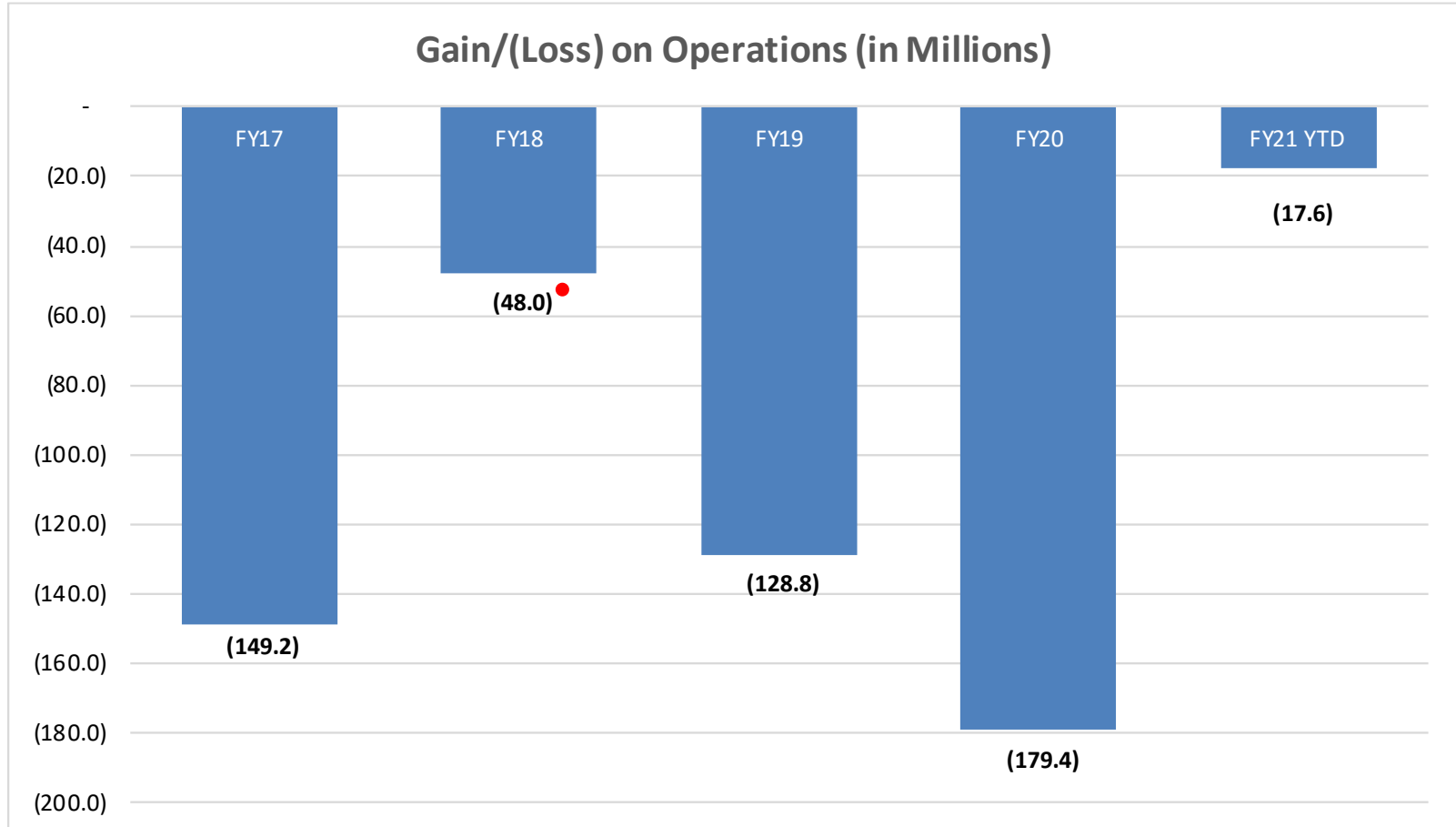
- Volumes stronger than projected for Inpatient
- Physician visits above PY by 28%
- Cares Act Funding received in July for \$37.1 mil

## PERFORMANCE





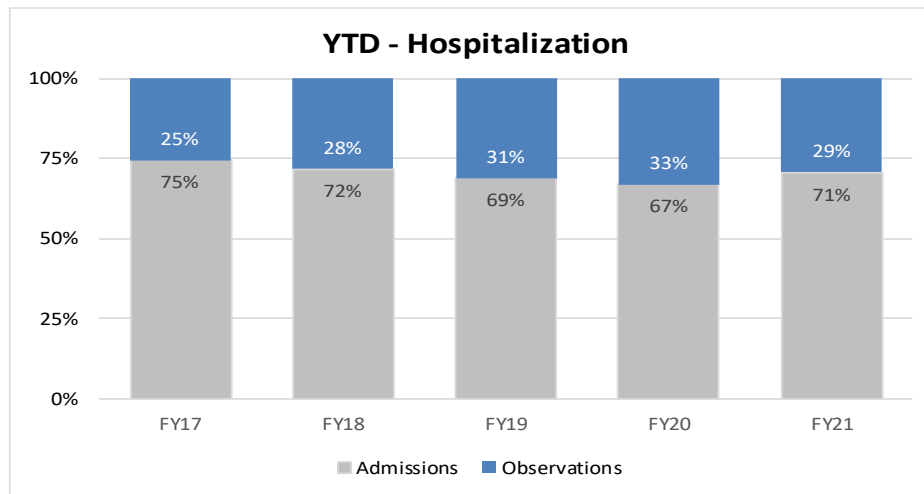
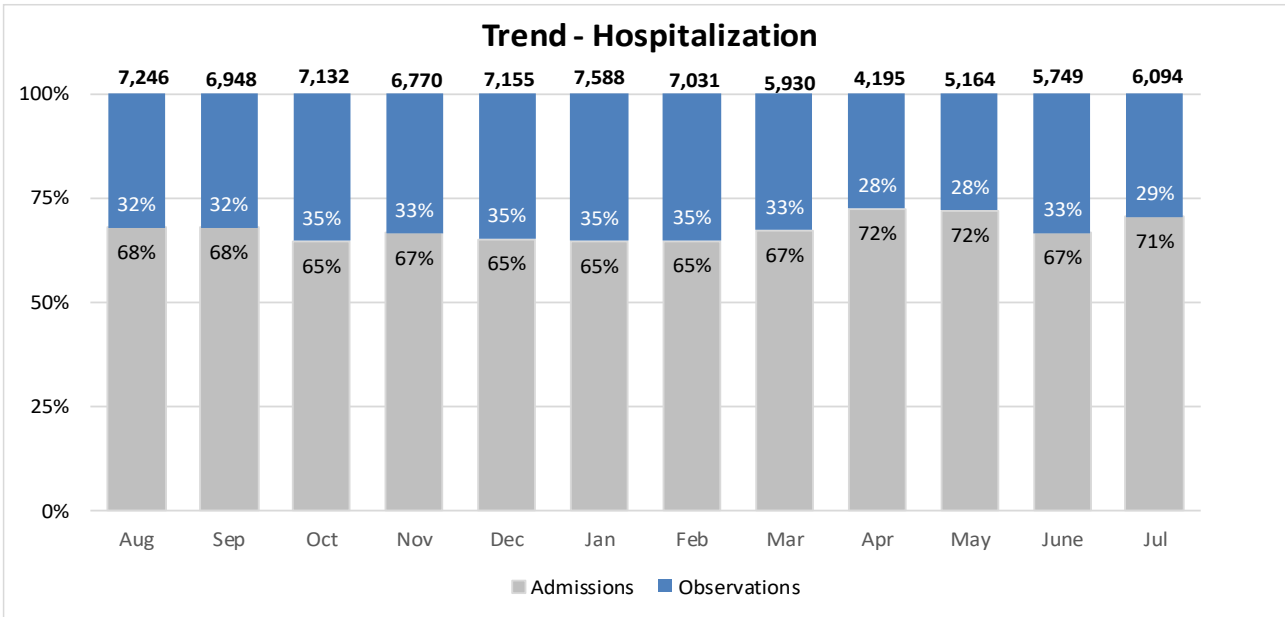
# Financial Performance Graph



● A change in GASB75 in FY18 resulted in a 1 time reduction of post-employment benefit expense of \$76.1 million. Without the adjustment Gain/(Loss) = (124.1)

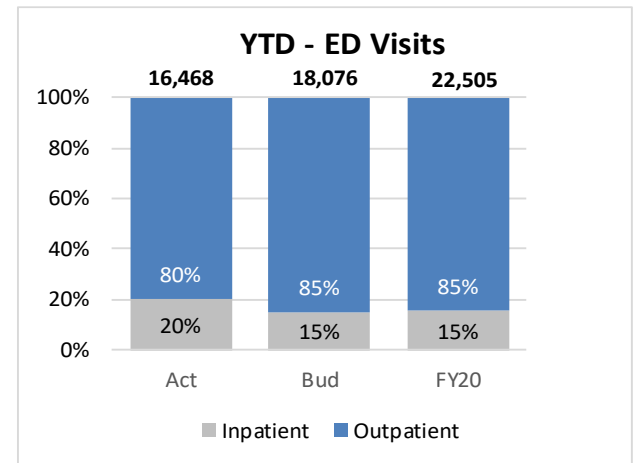
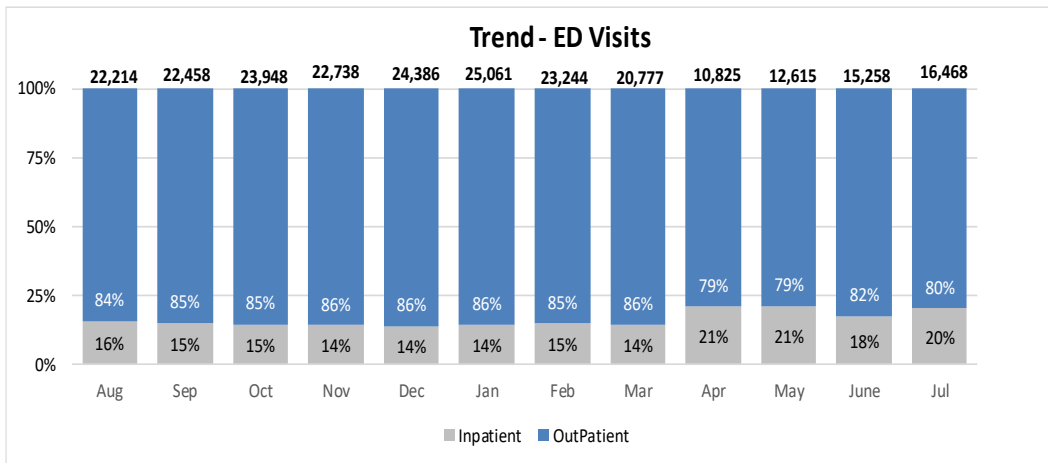
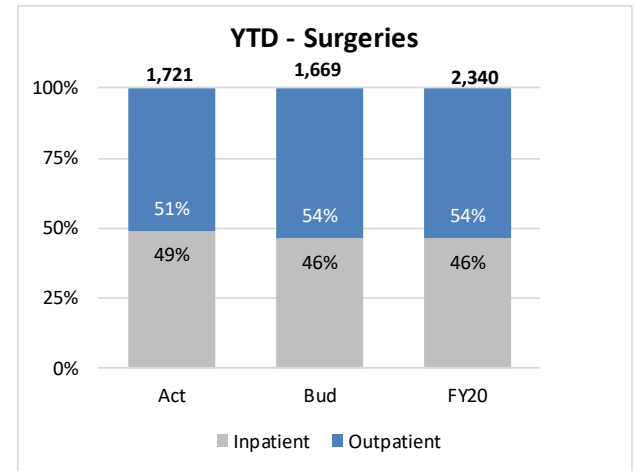
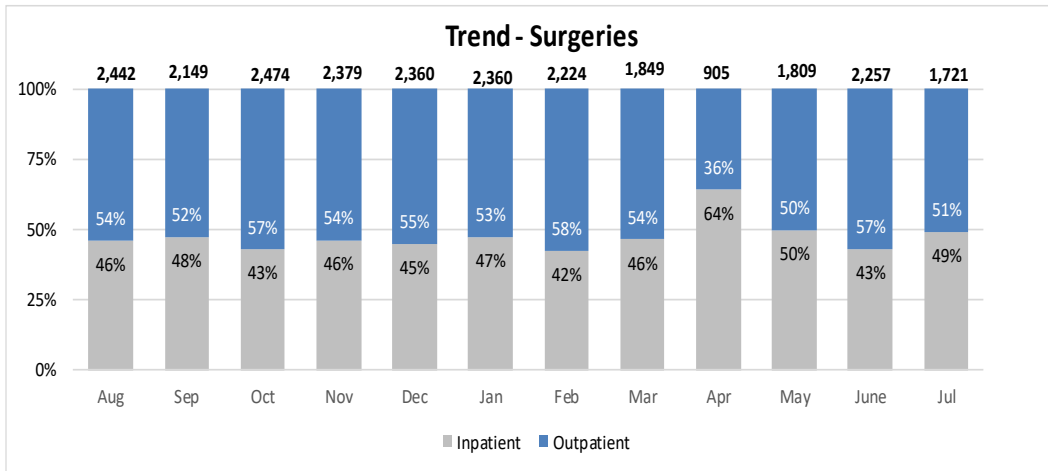


# Growth Graph





# Growth Graph



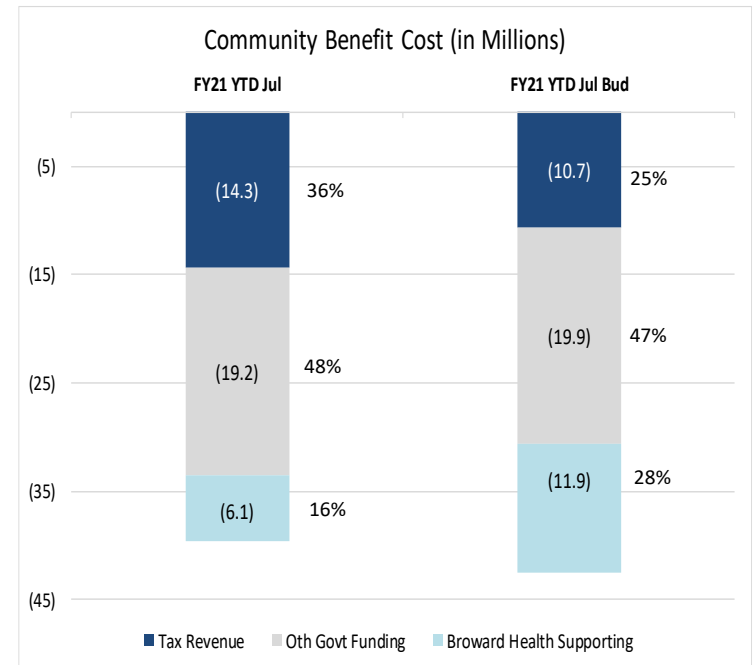
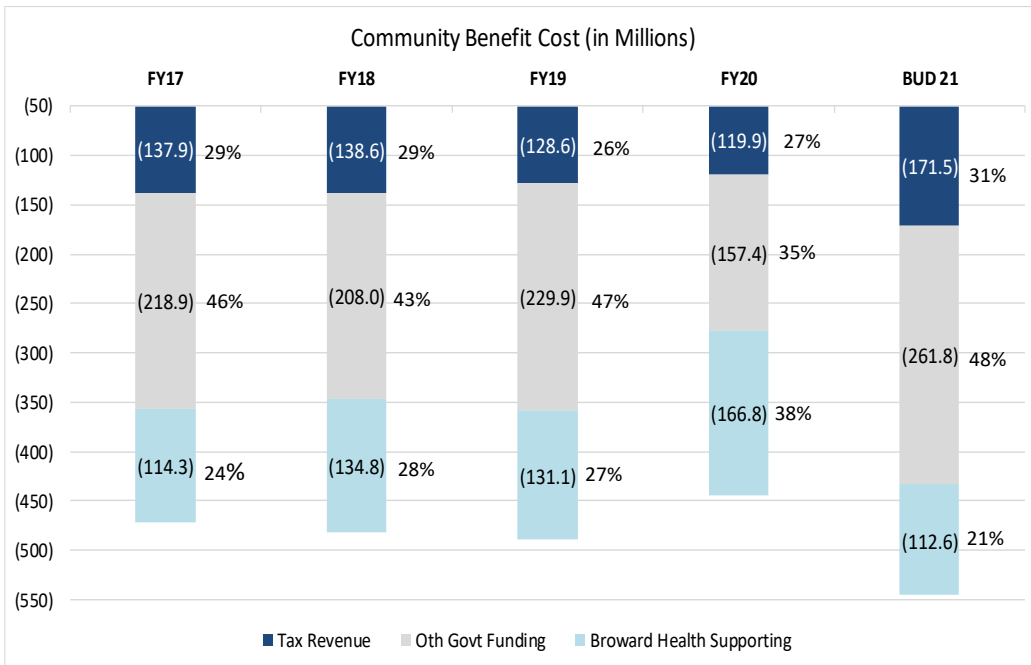


# Service

## DRIVERS

- Community Benefit Cost in Excess of Gov't Funding represents the amount of the unfunded costs BH subsidizes through operations
- BH Projected for 2021 to subsidize unfunded programs by \$171.5M. This is an estimate pending tax revenue approval.
- BH has subsidized \$6.1M in unfunded programs through July 2020 YTD

## PERFORMANCE





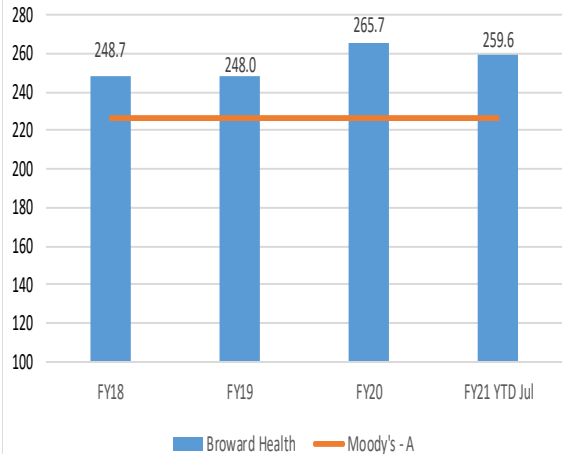
# Key Financial Indicators

## DRIVERS

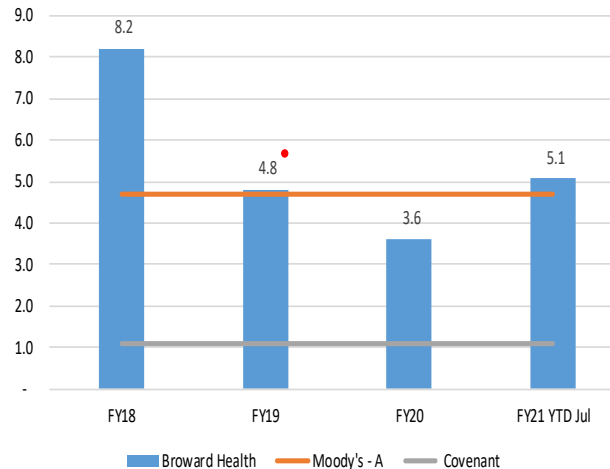
- Days Cash on Hand is above A Rated benchmark
- Debt Service Coverage staying above A Rate not including Cares Act Funding received in July
- Debt to Capitalization dropped to 27.0% from 27.8%

## PERFORMANCE

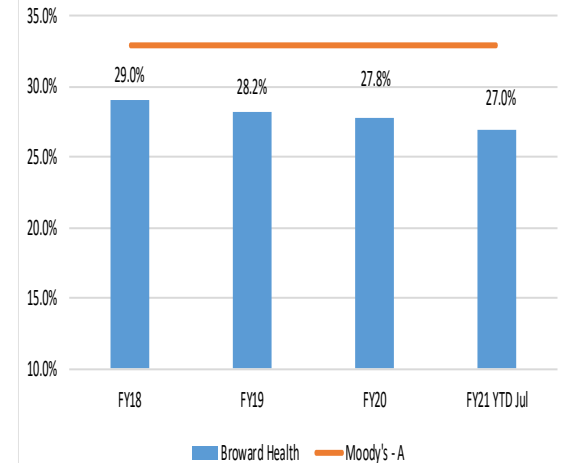
### Days Cash on Hand



### Maximum Annual Debt Service Coverage x



### Debt to Capitalization



• Maximum Annual Debt Service Coverage; from FY18 to FY19, drop from 8.2 to 4.8 resulted in a one time benefit entry dropping off of the total expense 12 month roll. Cares Act Funding received in July for \$37.1 Mil included in July's calculation. June also has \$37.1 mil for the portion received back in June



# Rev Cycle Dashboard

## DRIVERS

- The Discharged not Final Billed Discharged (DNFB) and Discharged Not Sent to payer (DNSP) are ahead of the goal at 4.66 and 4.87 respectively
- YTD cash collections started strong at 132.63% of the goal

## PERFORMANCE

	Current Period			FYTD		
	Actual	Goal	Var	Actual	Goal	Var
<b><u>Revenue Cycle</u></b>						
1. Cash Collection % (86-100%)	132.63%	100.00%	32.6%	132.63%	100.00%	32.6%
2. AR days - Revenue Cycle Team	44	47	(3)	44	47	(3)
3. First Pass Denial %	15.8%	8.5%	-7.3%	15.8%	8.5%	-7.3%
4. POS Cash Collections %	33.86%	35.00%	-1.1%	33.86%	35.00%	-1.1%
5. Discharged Not Sent to Payer - Rev Mgt	4.87	5.00	(0.13)	4.87	5.00	(0.13)
6. Billed AR >90 days- All FC's + Self-pay (P)	44.13%	30.00%	14.1%	44.13%	30.00%	14.1%
7. % of IP screened by MOPED	99.49%	98.00%	1.5%	99.49%	98.00%	1.5%
8. % of IP conversions to FC R	27.87%	N/A	0.0%	27.87%	N/A	0.0%
9. % of Accounts Converted to Funded	84.03%	80.00%	4.0%	84.03%	80.00%	4.0%



# FY 2021 FINANCIAL INITIATIVE UPDATE

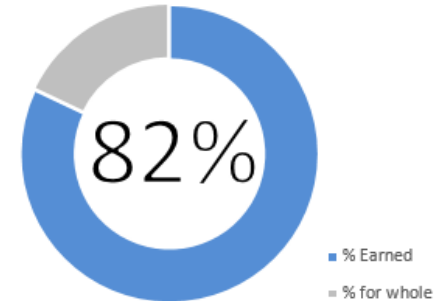
## KEY INITIATIVES

Efficiency/cost improvements

Revenue Cycle

Managed Care

Non-operating finance strategy



Efficiency/Cost Improvement	Labor Management	■	
	Procurement	■	
	Utilization Review	■	
Revenue Cycle	Scorecard benchmark	■	
	Consumerism strategy	■	
	Backend patient accounting conversion	■	
	Transparency	■	
Managed Care	Enhance contract language to protect BH	■	
	Initiate Managed Care Negotiations	■	
	Expand relationships with Managed Care	■	
Non-operating Financial Strategy	Full review of financial position	■	<b>39 Potential Points</b> ■ = 3 points ■ = 2 points ■ = 1 point
	Create long-term capital plan	■	
	Financial modeling	■	



# Appendix



# Broward Health System

	Current Period					FYTD				
	<u>Actual</u>	<u>Budget</u>	<u>Var</u>	<u>Prior Year</u>	<u>Var</u>	<u>Actual</u>	<u>Budget</u>	<u>Var</u>	<u>Prior Year</u>	<u>Var</u>
<b>Net Operating Revenue</b>	<b>\$86.0</b>	<b>\$84.0</b>	<b>\$2.0</b>	<b>\$91.0</b>	<b>(\$5.0)</b>	<b>\$86.0</b>	<b>\$84.0</b>	<b>\$2.0</b>	<b>\$91.0</b>	<b>(\$5.0)</b>
Salaries	48.4	45.8	2.6	43.7	4.7	48.4	45.8	2.6	43.7	4.7
Benefits	10.6	10.8	(0.2)	11.5	(0.9)	10.6	10.8	(0.2)	11.5	(0.9)
Fees - Physician	6.0	6.2	(0.2)	6.1	(0.0)	6.0	6.2	(0.2)	6.1	(0.0)
Fees - Other	8.7	9.7	(1.0)	9.3	(0.6)	8.7	9.7	(1.0)	9.3	(0.6)
Supplies	19.2	19.1	0.1	20.9	(1.7)	19.2	19.1	0.1	20.9	(1.7)
Insurance	0.8	0.5	0.3	0.8	(0.0)	0.8	0.5	0.3	0.8	(0.0)
Repairs & Maintenance	1.4	1.6	(0.2)	1.6	(0.2)	1.4	1.6	(0.2)	1.6	(0.2)
Lease & Rentals	1.0	1.0	0.0	1.0	0.0	1.0	1.0	0.0	1.0	0.0
Utilities	1.6	1.5	0.1	1.5	0.1	1.6	1.5	0.1	1.5	0.1
PMATF Assessment	1.0	1.0	0.0	1.0	(0.0)	1.0	1.0	0.0	1.0	(0.0)
Other	0.3	0.3	0.0	0.3	0.0	0.3	0.3	0.0	0.3	0.0
Depreciation	4.4	4.6	(0.2)	4.4	0.0	4.4	4.6	(0.2)	4.4	0.0
<b>Total Expenses</b>	<b>\$103.6</b>	<b>\$102.2</b>	<b>1.4</b>	<b>\$102.2</b>	<b>\$1.4</b>	<b>\$103.6</b>	<b>\$102.2</b>	<b>1.4</b>	<b>\$102.2</b>	<b>\$1.4</b>
<b>Net Loss from Operations</b>	<b>(\$17.6)</b>	<b>(\$18.2)</b>	<b>\$0.6</b>	<b>(\$11.2)</b>	<b>(\$6.4)</b>	<b>(\$17.6)</b>	<b>(\$18.2)</b>	<b>\$0.6</b>	<b>(\$11.2)</b>	<b>(\$6.4)</b>
Tax Revenue (Net)	14.3	14.3	0.0	10.8	3.5	14.3	14.3	0.0	10.8	3.5
Investment Income (Net)	11.4	0.9	10.4	3.8	7.6	11.4	0.9	10.4	3.8	7.6
Interest Expense	(0.6)	(0.4)	(0.2)	1.4	(2.0)	(0.6)	(0.4)	(0.2)	1.4	(2.0)
Donations (Net) & County Funding	36.6	(0.4)	37.0	0.6	36.0	36.6	(0.4)	37.0	0.6	36.0
<b>Net Non-operating Revenue &amp; Expenses</b>	<b>\$61.7</b>	<b>\$14.3</b>	<b>\$47.3</b>	<b>\$13.6</b>	<b>\$48.1</b>	<b>\$61.7</b>	<b>\$14.3</b>	<b>\$47.3</b>	<b>\$13.6</b>	<b>\$48.1</b>
<b>Excess</b>	<b>\$44.1</b>	<b>(\$3.8)</b>	<b>\$47.9</b>	<b>\$2.4</b>	<b>\$41.7</b>	<b>\$44.1</b>	<b>(\$3.8)</b>	<b>\$47.9</b>	<b>\$2.4</b>	<b>\$41.7</b>



# Broward Health System

		Current Period					Year - to - Date				
		Actual	Budget	Var	Prior Year	Var	Actual	Budget	Var	Prior Year	Var
1.	Admissions - Compensated	3,601	3,495	3%	4,111	-12%	3,601	3,495	3%	4,111	-12%
2.	Admissions - Uncompensated	704	647	9%	668	5%	704	647	9%	668	5%
3.	Admissions - Total	4,305	4,142	4%	4,779	-10%	4,305	4,142	4%	4,779	-10%
4.	Observation Cases	1,789	1,993	-10%	2,275	-21%	1,789	1,993	-10%	2,275	-21%
5.	Average Length of Stay	5.9	5.5	8%	5.2	14%	5.9	5.5	8%	5.2	14%
6.	Total Hospitalization Patients	6,094	6,136	-1%	7,054	-14%	6,094	6,136	-1%	7,054	-14%
7.	Births	333	269	24%	446	-25%	333	269	24%	446	-25%
8.	Surgeries	1,721	1,669	3%	2,340	-26%	1,721	1,669	3%	2,340	-26%
9.	ED Visits - Compensated	12,405	14,061	-12%	16,602	-25%	12,405	14,061	-12%	16,602	-25%
10.	ED Visits - Uncompensated	4,063	4,015	1%	5,903	-31%	4,063	4,015	1%	5,903	-31%
9.	ED Visits - Total	16,468	18,076	-9%	22,505	-27%	16,468	18,076	-9%	22,505	-27%
10.	Outpatient Med Ctr. Visits	13,464	12,778	5%	16,246	-17%	13,464	12,778	5%	16,246	-17%
11.	Community Health Care Visits	6,567	8,567	-23%	7,485	-12%	6,567	8,567	-23%	7,485	-12%
12.	Physician Practice Visits	17,521	18,828	-7%	13,650	28%	17,521	18,828	-7%	13,650	28%
13.	UCC Coral & Plantation Visits	659	854	-23%	651	1%	659	854	-23%	651	1%
14.	BH Weston Visits	1,237	1,281	-3%	1,664	-26%	1,237	1,281	-3%	1,664	-26%
15.	Home Health/Hospice Visits	1,167	1,512	-23%	2,342	-50%	1,167	1,512	-23%	2,342	-50%



# Key Financial Indicators

## PERFORMANCE

<u>Key Financial Indicators</u>	Audited	Audited	Audited	Unaudited	Jul	Jul	Moody's (2018) Not For Profit	
	FY 2017	FY 2018	FY 2019	FY 2020	FY 2020	FY 2021	Baa2	A Rated
<b>Liquidity:</b>								
1. Cash on Hand (Days)	185.7	233.3	248.0	265.4	247.2	259.6	136.6	215.1
2. Accounts Receivable (Days)	46.8	46.8	48.7	53.0	48.2	42.8	42.9	45.9
3. Cash-to-Direct Debt (%)	257.9%	205.2%	218.2%	243.7%	219.5%	242.1%	123.7%	167.7%
<b>Capitalization:</b>								
4. Debt-to-Capitalization (%)	22.0%	22.0%	28.2%	27.8%	28.2%	27.0%	38.4%	32.2%
5. Debt Service Coverage (x)	3.1	8.2	4.8	3.6	4.7	5.1	3.4	4.7
6. Capital Spending Ratio (% of Depr. Exp.)	171%	138%	70%	111%	67%	118%	100%	120%
<b>Profitability:</b>								
7. Operating Margin (%)	-1.0%	7.7%	0.0%	-4.3%	-0.5%	-14.6%	0.4%	2.2%

Received \$37.1 mil in Jun and July for Cares Act Funding which is included in Debt Service Coverage ratio for both months. July also includes realized gains \$7.7 mil on investments. This ratio is expected to come down as the year progresses.



# Statement of Cash Flows

	<b>FY 2020</b>	<b>FY 2021</b>
	<b><i>YTD Jul</i></b>	<b><i>YTD Jul</i></b>
1. Beginning Balance Cash & Investments	<b>763,598,062</b>	<b>834,371,754</b>
2. Excess of Revenue over Expense	<b>2,402,598</b>	<b>44,078,539</b>
3. Add: Depreciation	<b>4,439,625</b>	<b>4,449,463</b>
4. Add: Change in Accounts Recv.	<b>(287,513)</b>	<b>11,802,947</b>
5. Less: Capital Expenses	<b>(565,785)</b>	<b>(4,142,442)</b>
6. Add: All other before tax revenue	<b>9,876,220</b>	<b>(19,710,398)</b>
7. Sub totals	<b>15,865,144</b>	<b>36,478,110</b>
8. Ad Valorem Tax Collections	<b>2,582,975</b>	<b>2,854,201</b>
9. Ad Valorem Tax Accruals	<b>(11,436,747)</b>	<b>(15,143,652)</b>
10. Ending Balance Cash & Investments	<b>770,609,434</b>	<b>858,560,413</b>
11. Change in Cash & Investments	<b>7,011,372</b>	<b>24,188,659</b>



# Board Reports

Departments reporting to the Board:

- Internal Audit
- Legal
- Compliance
- Board

Legal/Compliance Depts:

1. 119305 - General Counsel
2. 119450 - Board of Comm.
3. 119460 - Internal Audit
4. 119480 - Outside Litigation
5. 119660 - Compliance
6. Total Expenses

Current Period					FYTD				
Actual	Budget	Var	Prior	Var	Actual	Budget	Var	Prior	Var
\$0.19	\$0.16	\$0.03	\$0.19	\$0.00	\$0.19	\$0.16	\$0.03	\$0.19	\$0.00
\$0.01	\$0.02	(\$0.01)	\$0.00	\$0.01	\$0.01	\$0.02	(\$0.01)	\$0.00	\$0.01
\$0.07	\$0.08	(\$0.01)	\$0.10	(\$0.01)	\$0.07	\$0.08	(\$0.01)	\$0.10	(\$0.02)
(\$0.05)	\$0.70	(\$0.76)	\$1.07	(\$1.13)	(\$0.05)	\$0.70	(\$0.75)	\$1.07	(\$1.12)
<u>\$0.20</u>	<u>\$0.16</u>	<u>\$0.04</u>	<u>\$0.21</u>	<u>(\$0.01)</u>	<u>\$0.20</u>	<u>\$0.16</u>	<u>\$0.04</u>	<u>\$0.21</u>	<u>(\$0.01)</u>
<b>\$0.42</b>	<b>\$1.12</b>	<b>(\$0.70)</b>	<b>\$1.57</b>	<b>(\$1.14)</b>	<b>\$0.42</b>	<b>\$1.12</b>	<b>(\$0.70)</b>	<b>\$1.57</b>	<b>(\$1.14)</b>



# Glossary

Term	Definition
Admissions	Inpatient encounter
Average Age of Plant	Measures the number of years embedded in accumulated amortized/depreciated costs in the Balance Sheet. Calculated by dividing Accumulated Depreciation by its related Depreciation Expense incurred during the reported period
Adjusted Patient Days	Measure that normalizes Inpatient Days to be proportionally equal to the ratio of total patient revenue over inpatient revenue. Allows for the per unit comparison of Total Patient Revenue.
Average Length of Stay	Patient Days divided by Admissions. Measures average stay of an inpatient admission in days
Capital Expenditures	Expenditures incurred which represent costs that extend beyond the current operating period for the purpose of physical plant, equipment and technology investment or replacement. These costs are depreciated/amortized over its expected useful life which is longer than one operating year
Capital Spending Ratio	Ratio of Capital Expenditures to Depreciation Expense for the last 12 months. Attempts to measure how often the organization replenishes one year's worth of depreciated capital
Case Mix Index (CMI) - All	The relative value assigned to a diagnosis-related group of all patients in a medical care environment. The CMI value is used in determining the allocation of resources to care for and/or treat the patients in the group
Case Mix Index (CMI) - Medicare	The relative value assigned to a diagnosis-related group of Medicare patients in a medical care environment. The CMI value is used in determining the allocation of resources to care for and/or treat the patients in the group
Cash to Total Debt	Ratio of Cash and Investments from unrestricted sources to Total Debt
Community Benefit	Measure of total uncompensated costs resulting from patient activity subsidized by the organization after accounting for proceeds from all governmental sources
Community Health Care Visits	OP Visits to a Community Health Center
Days Cash on Hand	Measure of the number of Days existing unrestricted cash and investments can pay for 12 months of operating expenses including interest on Total Debt
Days in Accounts Receivable	Measures average age of patients accounts in days
EBIDA	Earnings before Interest, Depreciation and Amortization. Approximation of cash generated by operating activities. Deducts non operating activities as well as non cash expenses
EBIDA Margin	EBIDA as a percent of Operating Revenue
Excess Revenue over Total Expenses	Net profit resulting from revenues (operating and non-operating) and Total Expenses
First Pass Denial	
FTE	Full Time Equivalent, converts paid hours to its full time equivalent by dividing total paid hours by 2080 (average number of hours worked by a person with a 40 hour per week shift)
Hours per Adjusted Patient Days	Computes a global productivity ratio by associating all hours to adjusted patient days



# Glossary

Net Patient Revenue	Expected net proceeds earned from billed patient encounters
Non operating Expenses	Incurred costs not related to operating actives. Interest Expense and related.
Non Operating Revenue	Expected earned (realized and unrealized) proceeds not resulting from operating actives. Tax proceeds, Investment Income (realized and Unrealized), Donations proceeds
Operating Expense	Incurred costs related to activates resulting from the day to day management of the business, directly or indirectly related to the core purpose of the business
Operating Income	Net profit resulting from Operating Revenues after recognition of related Operating Expenses
Operating Margin	Operating Income as a percent of Operating Revenue
OT/Agency % of Productive Hours	Measure of premium pay management. Out of total productive hours what percent came from premium usage
Outpatient Medical Center Visits	Measure of all outpatient related visits. Includes, Emergency Treated and Released, Outpatient Surgeries, Referred Outpatient Visits, and Clinic Visits
Patient Days	Measure of length of stay for an inpatient admission in days.
Physician Practice Visits	Measures of visits conducted by employed physicians. Counts Evaluation and Management CPT codes billed and posted during the reported period
Short Stay Cases / (Observation)	Patients that have remained in a bed but do not meet the definition of an inpatient Admission
Short Stay / (Observation)Days	Measure of length of stay for a short stay case. May be les than 1
Supplies per Adjusted Patient Days	Computes a global efficiency ratio by associating the cost of all supplies to adjusted patient days.
Surgeries	Measure or count of inpatient or outpatient procedures performed in an OR suite or patient room.
SWB % of NOR	Measure of cost efficiency for Salary Wages and Benefits as a percent of Net Operating Revenue. Analyzes the organizations ability to flex cost up or down relative to fluxuations in Net Operating Revenue
Total Debt	Aggregate of all liabilities, short-term (payable during operating period) and long-term (payable after the current operating period)
Total ED Visits	Measure of encounters that took place in the Emergency Department inclusive of Trauma cases. Includes patients treated and released as well as patients subsequently admitted
Total Expenses	All incurred expense, operating and non operating
Total Operating Revenue	Expected net proceeds earned from operating activities, includes patient and non patient related sources
UCC Visits	Measures of visits conducted by employed physicians or qualified Nurse Practitioner in an Urgent Care setting. Counts Evaluation and Management CPT codes billed and posted during the reported period.