

**HEALDSBURG DISTRICT HOSPITAL
SUMMARY STATEMENT OF OPERATIONS
(PRELIMINARY - SUBJECT TO CHANGE)**

	Monthly			Year to Date		
	Oct/2020	Oct/2019	Budget 2020	Oct/2020	Oct/2019	Budget 2020
Net Operating Income (Loss)	(141,583)	(930,690)	(926,915)	(11,116,696)	(6,101,630)	(8,272,551)
Increase(Decrease) in Net Position	584,579	(644,333)	(640,557)	1,388,398	2,378,179	457,259

CFO SUMMARY

October 2020 Results

Net Patient Revenue

The most significant impact on Net Patient Revenue in both the month of and year to date month ended October 2020 was the COVID-19 Pandemic.

An additional factor for the month of October variances was the closure of the Hospital and Clinics for the Kincade Fire in 2019.

The Year-to-date net patient revenue is down \$5.6 million (14%) and is under budget by \$7.0 million (17%).

Operating Margin

The Operating Margin for October and September 2020 were both -3%. The operating margin is the best monthly result and the closest to break even for at least three years.

October was the fifth consecutive month with an operating loss better than the monthly average in 2020.

The main contributors for the monthly improvements are:

- 1) Continuing improvements in collections on patient and third party accounts by the Healthcare Resource Group;
- 2) Improved position control processes, policies and procedures; and,
- 3) Improved control over Surgical implant supply costs.

The highest monthly operating losses for the month of October, before overhead allocation, are in the following departments:

- 1) Primary Care (HPG): **\$110 thousand**;
- 2) Lab: **\$83 thousand**; and,
- 3) Specialty Medical Services (SMS)/Orthopedics: **\$46 thousand**.

The total combination of these three departments represents an annualized operating loss of \$2.9 million. These departments are consistently the highest departmental losses.

Expense increases year- over-year through October 2020 is in the following categories:

Contract Labor;
Other Professional Fees
Purchased Services;
Rents;
Utilities; and,

Other Direct Expenses

Contract Labor increased 13%, primarily in Lab, Accounting & Finance, Agency Nursing in Med/Surg, and Revenue Cycle.

Other Professional Fees increased 55% and are primarily in Orthopedics, Legal, Accounting and Revenue Cycle.

Purchased Services increased 43%. This category includes fees paid to Pharmacists and Therapists, Consultants, IT and HIM service contracts, etc. The largest increases were HRG Outsourcing of Billing, Due Diligence, Orthopedic Clinic Credentialing and Billing, Community Relations and Marketing, Reference Lab and Various IT Projects.

Rents and Leases increased 24% due in part to expansion into Sebastopol and Center Street as well as various technology and equipment leases.

Utilities increased 15% due in part to additional locations.

Other Expenses increased 27%. This category includes Insurance, Licenses, Infectious Waste, Phones, Dues, Training, Travel and Recruiting.

Several areas have decreases in expenses (Salaries, Benefits, Supplies, Medical Pro Fees, Repairs and Maintenance and Interest.

Salaries decreased 1%. We have struggled to reduce staff even though volume of activity is lower. The 8 departments with the largest Salary increases on a year to date basis are:

- Specialty Medical Services/Orthopedic
- HPG Primary Care
- Quality and Risk Management
- Subacute
- Infection Control
- MRI
- Respiratory Therapy
- Materials/Purchasing

The three departments with the largest reductions in Salaries expense are:

- Laboratory
- Patient Accounting (Outsourcing to HRG)
- Education

Benefits expense decreased 9% due to a decrease in self-insured health plan costs from a lower number and lower acuity of claims, and decreases in PTO.

Medical Professional fees declined 3%.

Repairs and Maintenance expense declined 7%.

There was an improvement in Supplies of 28% thanks to the improvement in management of surgical implants.

The Surgery Department, Surgical/Medical Providers, the Patient Access Department and the Materials Management Department have worked together to accomplish this savings. Along with staff reductions in Surgery, the change in Implant Policy contributes to the sixth consecutive month of profit in the Surgery department and this is the first time ever.

Days Cash on Hand

Days Cash on Hand is 108 days for the month of October which is a decrease from the 125 days in September. The decrease is due to a third payroll paid in October and a pay down of Accounts Payable. This is still well above the goal of 90 and is the sixth consecutive month of exceeding the goal. Operating losses diminished while cash collections improved. Cash collections as a percentage of Net Revenue was 98% in October. This is also presented in the HRG report for the month of October. Cash collections as a percentage of net revenue was 98 and represents the third consecutive month exceeding the goal of 85.

Up-Front Cash Collections

\$27 thousand was collected in total from 3,529 outpatient visits including Clinics, for an average visit collection of \$8. The organizational goal is \$40 thousand. \$17 thousand was collected at HPG and SMS combined from a combined total of 1,072 visits, for an average of \$16 per visit. The amount collected at HPG and SMS is the best to date.

Compensation Ratio

This efficiency measure (60%) is the best in at least three years and hit the target of 60%. Full time equivalents increased from 244 in September to 248 in October.

Daily Revenue and Expense

Net Revenue per day in October was \$144 thousand. Expense per day (excluding depreciation and amortization) was \$143 thousand.

Non-Operating Revenue

CARES Funding received to date exceeds \$5.5 million, 60% of which has been reserved. In addition, we are working on a FEMA grant which relates to payroll and non-payroll costs associated with the Pandemic. Kincade Fire insurance proceeds exceeded \$3.5 million but resulted in an increase in the Wildfire deductible to \$5 million under the new insurance policy. Parcel Tax Revenue continues to be at a \$3.5 million annual total. IGT Revenue year to date is \$5.7M.

In October there were favorable settlements from Medicare Cost Reports and other settlements that generated \$525 thousand. The results of the 2017 Medicare Cost Report were no findings and a payback of \$700 on reserves of \$300 thousand. The favorable settlement from the 2017 Medicare Cost Report is included in the October financials. The results of the 2018 Medicare Cost Report were no findings and a payback of \$85 thousand on reserves of \$300 thousand. The 2018 Medicare Cost Report settlement will be included in the November financials. In addition, we prepared an interim 2020 Medicare Cost Report that should generate \$1.2 million, and are in the process of amending our 2019 Medicare Cost Report that should generate in excess of \$200 thousand, both of which should be completed before year-end.

The Total non-operating revenue year to date is \$12.5M. Preparations are underway for a FEMA Grant application in excess of \$500,000.

Notable Statistics

	<u>October 2020</u>	<u>October 2019</u>
Surgeries	169	406
Outpatient visits	3,529	3,200
Primary Care Clinic visits	707	584
CT Scan	261	208
MRI	73	80
Physical Therapy OP H.	1,272	925
Wound Care	369	316
Women's Clinic	53	69
ER visits	578	580

Comments

Surgeries are the fourth highest in 2020.

Outpatient visits are the third highest in 2020 and the highest since the Pandemic.

Primary Care visits are the second highest since the Pandemic. Also, the number of visits was achieved with one third of the Medical Providers for the same month in 2019.

Outpatient Physical Therapy visits in Healdsburg was the highest in the history of Healdsburg District Hospital.

Wound Care visits are the highest this year and the highest since September 2019.

Women's Health Visits averaged 2 per weekday.

ER visits are the fifth best in 2020.

**HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF NET POSITION
THIS MONTH vs LAST MONTH
(PRELIMINARY - SUBJECT TO CHANGE)**

	This Month Oct-31-2020	Last Month Sep-30-2020	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	14,367,149	15,601,460	(1,234,311)	-7.9%
4 Board Designated	1,564,000	1,577,000	(13,000)	-0.8%
5 Restricted	2,652,616	2,606,613	46,002	1.8%
6 Accounts Receivable				
7 Gross	24,357,703	26,085,964	(1,728,260)	-6.6%
8 Reserves	(18,999,654)	(21,015,276)	2,015,622	-9.6%
9 Net Accounts Receivable	5,358,049	5,070,687	287,362	5.7%
10 Other Accounts Receivable	3,092,456	2,800,958	291,498	10.4%
11 Inventory	832,932	824,220	8,712	1.1%
12 Pre-Paid Expenses	406,650	388,628	18,022	4.6%
13 Total Current Assets	28,273,851	28,869,566	(595,715)	-2.1%
14 Fixed Assets				
15 Land & Buildings	14,924,525	14,924,525	0	0.0%
16 Equipment	11,983,475	11,983,475	0	0.0%
17 Construction In Process	1,994,851	1,902,506	92,345	4.9%
18 Depreciation	(19,535,124)	(19,325,870)	(209,253)	-1.1%
19 Total Property & Equip.	9,367,727	9,484,635	(116,908)	-1.2%
20 Investments & Long-Term Assets	128,617	128,617	0	0.0%
21 Total Assets	37,770,195	38,482,819	(712,624)	-1.9%
22 Liabilities				
23 Vendor AP	1,567,454	1,977,656	(410,202)	-20.7%
24 Other Payables	6,551,573	6,864,573	(313,000)	-4.6%
25 Accrued Payroll, Taxes & Benefits	2,229,257	2,819,387	(590,130)	-20.9%
26 Other Current Liabilities	704,216	688,086	16,130	2.3%
27 Total Current Liabilities	11,052,500	12,349,702	(1,297,202)	-10.5%
28 Long-Term Liabilities	9,671,000	9,671,000	0	0.0%
29 Total Liabilities	20,723,500	22,020,702	(1,297,202)	-5.9%
30 Net Position				
31 Prior Year Earnings	15,658,298	15,658,298	0	0.0%
32 Current Earnings	1,388,398	803,819	584,579	72.7%
33 Total Net Position	17,046,695	16,462,117	584,579	3.6%
34 Total Liabilities & Net Position	37,770,195	38,482,819	(712,624)	-1.9%

HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF NET POSITION
THIS YEAR vs LAST YEAR
(PRELIMINARY - SUBJECT TO CHANGE)

	This Fiscal Year Oct-31-2020	Last Fiscal Year Oct-31-2019	Variance	
			\$	%
1 Assets				
2 Cash and Cash Equivalents				
3 Unrestricted	14,367,149	10,335,395	4,031,754	39.0%
4 Board Designated	1,564,000	1,703,000	(139,000)	-8.2%
5 Restricted	2,652,616	3,930,402	(1,277,786)	-32.5%
6 Accounts Receivable				
7 Gross	24,357,703	29,108,794	(4,751,091)	-16.3%
8 Reserves	(18,999,654)	(22,535,646)	3,535,992	15.7%
9 Net Accounts Receivable	5,358,049	6,573,149	(1,215,099)	-18.5%
10 Other Accounts Receivable	3,092,456	2,913,686	178,771	6.1%
11 Inventory	832,932	808,833	24,098	3.0%
12 Pre-Paid Expenses	406,650	364,190	42,459	11.7%
13 Total Current Assets	28,273,851	26,628,654	1,645,197	6.2%
14 Fixed Assets				
15 Land & Buildings	14,924,525	14,158,940	765,585	5.4%
16 Equipment	11,983,475	10,854,955	1,128,520	10.4%
17 Construction In Process	1,994,851	2,311,422	(316,570)	-13.7%
18 Depreciation	(19,535,124)	(17,901,666)	(1,633,458)	9.1%
19 Total Property & Equip.	9,367,727	9,423,650	(55,923)	-0.6%
20 Investments & Long-term Assets	128,617	113,182	15,435	13.6%
21 Total Assets	37,770,195	36,165,486	1,604,709	4.4%
22 Liabilities				
23 Vendor AP	1,567,454	2,140,198	(572,744)	-26.8%
24 Other Payables	6,551,573	4,188,573	2,363,000	56.4%
25 Accrued Payroll, Taxes & Benefits	2,229,257	2,983,103	(753,846)	-25.3%
26 Other Current Liabilities	704,216	644,371	59,845	9.3%
27 Total Current Liabilities	11,052,500	9,956,244	1,096,255	11.0%
28 Long Term Liabilities	9,671,000	10,576,000	(905,000)	-8.6%
29 Total Liabilities	20,723,500	20,532,244	191,255	0.9%
30 Net Position				
31 Prior Year Earnings	15,658,298	13,255,062	2,403,235	18.1%
32 Current Earnings	1,388,398	2,378,179	(989,782)	-41.6%
33 Total Net Position	17,046,695	15,633,242	1,413,454	9.0%
34 Total Liabilities & Net Position	37,770,195	36,165,486	1,604,709	4.4%

**HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF OPERATIONS
2020 ACTUAL vs BUDGET
(PRELIMINARY - SUBJECT TO CHANGE)**

	MONTHLY				YEAR TO DATE			
	Actual	Budget	Variance		Actual	Budget	Variance	
	Oct-20		\$	%	Oct-20		\$	%
1 Gross Patient Revenue:								
2 Inpatient Routine	2,198,146	2,222,940	(24,794)	-1.1%	19,981,850	22,593,150	(2,611,300)	-11.6%
3 Inpatient Ancillary	1,718,423	1,452,597	265,826	18.3%	17,784,796	18,165,054	(380,258)	-2.1%
4 Total Inpatient	3,916,569	3,675,537	241,032	6.6%	37,766,646	40,758,204	(2,991,558)	-7.3%
5 Outpatient	6,371,646	6,202,219	169,427	2.7%	54,406,517	70,221,721	(15,815,204)	-22.5%
6 Total Gross Patient Revenue	10,288,215	9,877,756	410,459	4.2%	92,173,162	110,979,925	(18,806,763)	-16.9%
7 Contractual Expenses	5,645,851	5,756,076	110,225	1.9%	55,848,671	66,870,588	11,021,917	16.5%
8 Bad Debt Expense	162,994	223,432	60,438	27.0%	1,457,971	2,275,340	817,369	35.9%
9 Total Revenue Deductions	5,808,845	5,979,508	170,663	2.9%	57,306,642	69,145,928	11,839,286	17.1%
10 Net Patient Revenue	4,479,369	3,898,248	581,121	14.9%	34,866,520	41,833,997	(6,967,477)	-16.7%
11 Other Revenue	45,711	325,364	(279,653)	-86.0%	2,058,410	2,891,547	(833,137)	-28.8%
12 Total Operating Revenue	4,525,081	4,223,612	301,469	7.1%	36,924,931	44,725,544	(7,800,613)	-17.4%
13 Operating Expense:								
14 Salaries & Wages	1,853,692	2,134,504	(280,812)	-13.2%	19,722,042	21,626,756	(1,904,714)	-8.8%
15 Benefits	674,262	850,918	(176,656)	-20.8%	7,244,366	8,579,913	(1,335,548)	-15.6%
16 Contract Labor	156,828	147,855	8,973	6.1%	1,504,901	1,670,551	(165,650)	-9.9%
17 Medical Pro Fees	496,976	433,520	63,456	14.6%	4,056,650	4,186,530	(129,880)	-3.1%
18 Other Professional Fees	95,144	26,419	68,725	260.1%	612,943	421,485	191,458	45.4%
19 Purchased Services	372,111	276,075	96,036	34.8%	3,347,521	2,556,857	790,664	30.9%
20 Supplies	406,239	711,708	(305,469)	-42.9%	5,291,130	8,187,649	(2,896,519)	-35.4%
21 Repairs & Maintenance	55,789	92,064	(36,275)	-39.4%	626,256	723,748	(97,492)	-13.5%
22 Rents & Leases	111,363	103,948	7,415	7.1%	1,236,738	995,990	240,748	24.2%
23 Utilities	82,198	57,148	25,050	43.8%	667,593	598,223	69,370	11.6%
24 Other Direct Expenses	131,937	84,586	47,351	56.0%	1,424,915	1,124,499	300,416	26.7%
25 Interest Expense	20,873	22,529	(1,656)	-7.3%	217,042	233,364	(16,322)	-7.0%
26 Depreciation & Amortization	209,253	209,253	0	0.0%	2,089,533	2,092,530	(2,998)	-0.1%
27 Total Operating Expenses	4,666,664	5,150,527	(483,863)	-9.4%	48,041,626	52,998,095	(4,956,469)	-9.4%
28 Net Operating Income (Loss)	(141,583)	(926,915)	785,332	84.7%	(11,116,696)	(8,272,551)	(2,844,145)	-34.4%
29 Total Non-Operating	726,162	286,358	439,804	153.6%	12,505,093	8,729,810	3,775,283	43.2%
30 Revenue Over (Under) Expenses	584,579	(640,557)	1,225,136	191.3%	1,388,398	457,259	931,139	203.6%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	584,579	(640,557)	1,225,136	191.3%	1,388,398	457,259	931,139	203.6%

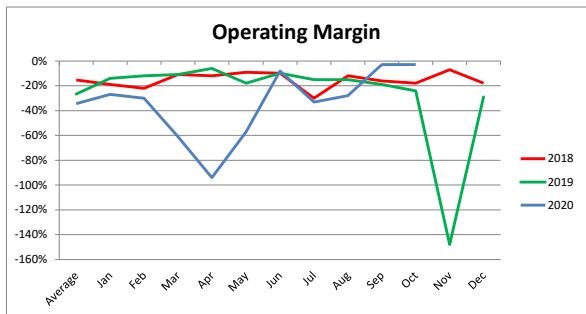
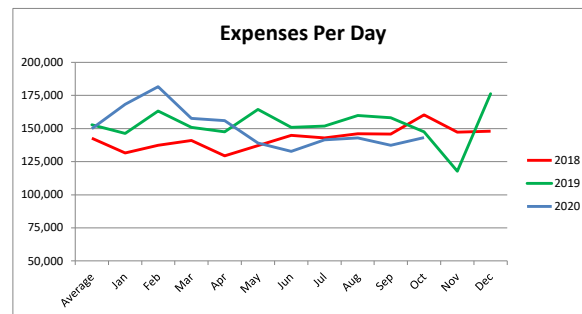
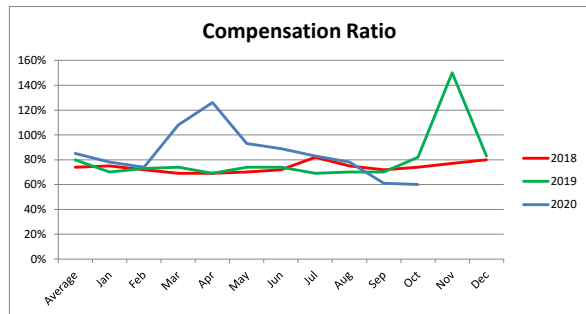
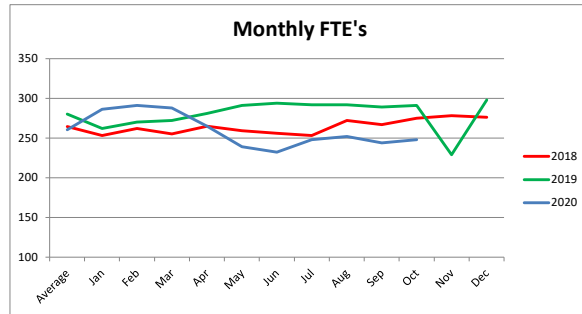
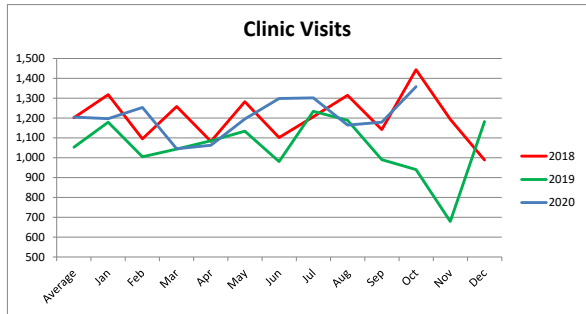
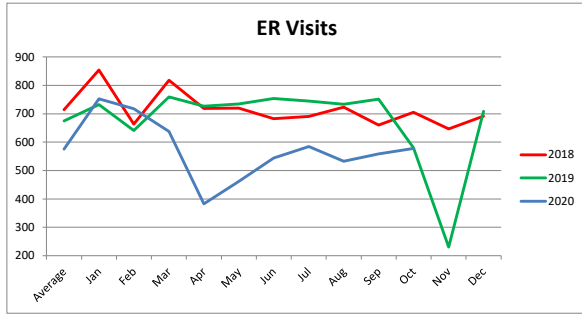
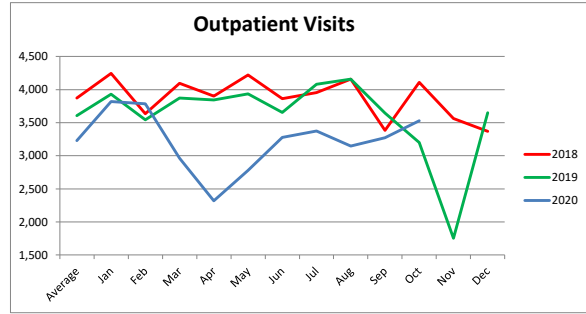
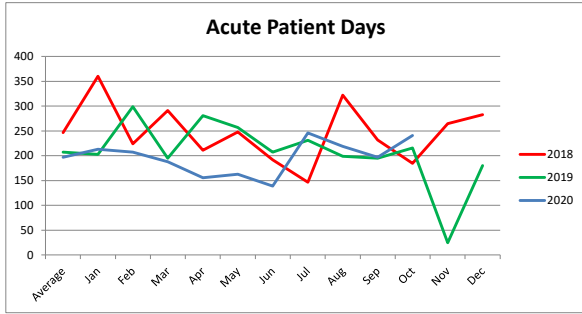
**HEALDSBURG DISTRICT HOSPITAL
STATEMENT OF OPERATIONS
ACTUAL 2020 vs ACTUAL 2019
(PRELIMINARY - SUBJECT TO CHANGE)**

	MONTHLY				YEAR TO DATE			
	ACTUAL		Variance		ACTUAL		Variance	
	Oct-20	Oct-19	\$	%	Oct-20	Oct-19	\$	%
1 Gross Patient Revenue								
2 Inpatient Routine	2,198,146	1,975,804	222,342	11.3%	19,981,850	19,809,711	172,139	0.9%
3 Inpatient Ancillary	1,718,423	1,396,444	321,979	23.1%	17,784,796	18,364,323	(579,528)	-3.2%
4 Total Inpatient	3,916,569	3,372,248	544,321	16.1%	37,766,646	38,174,034	(407,389)	-1.1%
5 Outpatient	6,371,646	5,628,557	743,089	13.2%	54,406,517	65,911,913	(11,505,396)	-17.5%
6 Total Gross Patient Revenue	10,288,215	9,000,805	1,287,410	14.3%	92,173,162	104,085,947	(11,912,784)	-11.4%
7 Contractual Expenses	5,645,851	5,256,454	(389,398)	-7.4%	55,848,671	61,555,534	5,706,862	9.3%
8 Bad Debt Expense	162,994	196,856	33,863	17.2%	1,457,971	2,073,162	615,191	29.7%
9 Total Revenue Deductions	5,808,845	5,453,310	(355,535)	-6.5%	57,306,642	63,628,695	6,322,053	9.9%
10 Net Patient Revenue	4,479,369	3,547,495	931,875	26.3%	34,866,520	40,457,252	(5,590,731)	-13.8%
11 Other Revenue	45,711	325,364	(279,653)	-86.0%	2,058,410	2,591,553	(533,143)	-20.6%
12 Total Operating Revenue	4,525,081	3,872,859	652,221	16.8%	36,924,931	43,048,804	(6,123,874)	-14.2%
13 Operating Expense:								
14 Salaries & Wages	1,853,692	2,051,414	(197,722)	-9.6%	19,722,042	19,957,517	(235,475)	-1.2%
15 Benefits	674,262	752,792	(78,530)	-10.4%	7,244,366	7,969,380	(725,014)	-9.1%
16 Contract Labor	156,828	118,465	38,363	32.4%	1,504,901	1,336,898	168,003	12.6%
17 Medical Pro Fees	496,976	429,618	67,358	15.7%	4,056,650	4,163,124	(106,474)	-2.6%
18 Other Professional Fees	95,144	23,752	71,392	300.6%	612,943	394,816	218,127	55.2%
19 Purchased Services	372,111	253,282	118,828	46.9%	3,347,521	2,335,781	1,011,741	43.3%
20 Supplies	406,239	613,663	(207,424)	-33.8%	5,291,130	7,298,350	(2,007,220)	-27.5%
21 Repairs & Maintenance	55,789	84,963	(29,174)	-34.3%	626,256	670,056	(43,801)	-6.5%
22 Rents & Leases	111,363	103,845	7,517	7.2%	1,236,738	994,966	241,772	24.3%
23 Utilities	82,198	55,484	26,713	48.1%	667,593	580,786	86,806	14.9%
24 Other Direct Expenses	131,937	84,575	47,363	56.0%	1,424,915	1,123,729	301,186	26.8%
25 Interest Expense	20,873	22,529	(1,655)	-7.3%	217,042	233,363	(16,321)	-7.0%
26 Depreciation & Amortization	209,253	209,167	86	0.0%	2,089,533	2,091,670	(2,138)	-0.1%
27 Total Operating Expenses	4,666,664	4,803,549	(136,885)	-2.8%	48,041,626	49,150,434	(1,108,808)	-2.3%
28 Net Operating Income (Loss)	(141,583)	(930,690)	789,107	84.8%	(11,116,696)	(6,101,630)	(5,015,066)	-82.2%
29 Total Non-Operating	726,162	286,357	439,805	153.6%	12,505,093	8,479,809	4,025,284	47.5%
30 Revenue Over (Under) Expenses	584,579	(644,333)	1,228,912	190.7%	1,388,398	2,378,179	(989,782)	41.6%
31 Capital Contributions	0	0	0	0.0%	0	0	0	0.0%
32 Change in Net Position	584,579	(644,333)	1,228,912	190.7%	1,388,398	2,378,179	(989,782)	41.6%

**HEALDSBURG DISTRICT HOSPITAL
KEY STATISTICS
ACTUAL 2020 vs ACTUAL 2019 & BUDGET 2020
(PRELIMINARY - SUBJECT TO CHANGE)**

	MONTH						YEAR TO DATE							
	Current 2020	Prior 2019	Variance		Goals or Budget	Variance		Current 2020	Prior 2019	Variance		Goals or Budget	Variance	
			#	%		#	%			\$	%		\$	%
1 Days Cash on Hand	107.73	78.99	28.73	36.37%	60.00	47.73	79.54%	116.69	86.13	30.57	35.49%	60.00	56.69	94.49%
2 Gross Days Revenue in Accounts Receivable	71.03	97.02	(25.99)	-26.79%	60.00	11.03	18.38%	88.53	93.69	(5.16)	-5.51%	60.00	28.53	47.55%
3 Net Days Revenue in Accounts Receivable	35.88	55.59	(19.70)	-35.44%	40.00	(4.12)	-10.29%	51.48	54.43	(2.95)	-5.42%	40.00	11.48	28.70%
4 Days Expense In Accounts Payable	10.60	14.04	(3.44)	-24.53%	25.00	(14.40)	-57.60%	11.48	15.31	(3.83)	-25.02%	25.00	(13.52)	-54.07%
5 Case Mix														
6 Medicare	1.3604	1.2310	0.1294	10.51%	1.0000	0.3604	36.04%	1.3959	1.3068	0.0891	6.82%	1.0000	0.3959	39.59%
7 All Payers	1.3400	1.4404	(0.1004)	-6.97%	1.0000	0.3400	34.00%	1.3653	1.3467	0.0186	1.38%	1.0000	0.3653	36.53%
8 Patient Days														
9 Med/Surg	127	134	(7)	-5.22%	140	(13)	-9.29%	1,262	1,331	(69)	-5.18%	1,456	(194)	-13.32%
10 ICU	52	32	20	62.50%	26	26	100.00%	347	442	(95)	-21.49%	327	20	6.12%
11 Swing	62	50	12	24.00%	50	12	24.00%	360	510	(150)	-29.41%	492	(132)	-26.83%
12 Sub-Acute	527	496	31	6.25%	496	31	6.25%	5,032	4,872	160	3.28%	4,872	160	3.28%
13 Patient Admissions														
14 Med/Surg	45	32	13	40.63%	47	(2)	-3.57%	399	497	(98)	-19.72%	485	(86)	-17.79%
15 ICU	1	9	(8)	-88.89%	9	(8)	-88.89%	74	109	(35)	-32.11%	109	(35)	-32.11%
16 Swing	1	6	(5)	-83.33%	13	(12)	-92.00%	46	80	(34)	-42.50%	123	(77)	-62.60%
17 Sub-Acute	0	0	0	0.00%	1	(1)	-100.00%	1	7	(6)	-85.71%	13	(12)	0.00%
18 Average Length of Stay														
19 Med/Surg	3.80	6.40	(2.60)	-40.63%	3.00	0.80	26.67%	3.20	4.56	(1.36)	-29.77%	3.00	0.20	6.67%
20 ICU	4.70	3.60	1.10	30.56%	3.00	1.70	56.67%	4.30	2.56	1.74	67.99%	3.00	1.30	43.33%
21 Swing	15.50	5.60	9.90	176.79%	4.00	11.50	287.50%	7.50	5.73	1.77	30.88%	4.00	3.50	87.50%
22 Average Daily Census														
23 Med/Surg	4.23	4.47	(0.23)	-5.22%	4.52	(0.28)	-6.26%	3.77	3.97	(0.21)	-5.18%	4.79	(1.02)	-21.34%
24 ICU	1.73	1.07	0.67	62.50%	0.84	0.89	106.67%	1.04	1.32	(0.28)	-21.49%	1.08	(0.04)	-3.70%
25 Swing	2.07	1.67	0.40	24.00%	1.61	0.45	28.13%	1.07	1.52	(0.45)	-29.41%	1.62	(0.54)	-33.60%
26 Sub-Acute	17.57	16.53	1.03	6.25%	16.00	1.57	9.79%	15.02	14.54	0.48	3.28%	16.03	(1.01)	-6.27%
27 Compensation Ratio	60%	82%	-22%	-27.25%	60%	0%	-0.11%	82%	72%	9%	12.89%	60%	22%	36.10%
28 Total Surgeries	169	406	(237)	-58.37%	436	(267)	-61.24%	1,755	3,416	(1,661)	-48.62%	3,363	(1,608)	-47.81%
29 Total Outpatient Visits	3,529	3,200	329	10.28%	3,756	(227)	-6.05%	32,270	37,854	(5,584)	-14.75%	41,894	(9,624)	-22.97%
30 Total Clinic Visits	1,358	940	418	44.47%	1,108	250	22.56%	12,050	10,780	1,270	11.78%	13,648	(1,598)	-11.71%
31 Total ER Visits	578	580	(2)	-0.34%	583	(5)	-0.86%	5,751	7,158	(1,407)	-19.66%	7,138	(1,387)	-19.43%

**HEALDSBURG DISTRICT HOSPITAL
KEY METRICS -THREE YEAR HISTORICAL TRENDS
(PRELIMINARY - SUBJECT TO CHANGE)**



**HEALDSBURG DISTRICT HOSPITAL
KEY METRICS - CURRENT YEAR MONTHLY TRENDS
(PRELIMINARY - SUBJECT TO CHANGE)**

