



Hazel Hawkins
MEMORIAL HOSPITAL

FINANCE COMMITTEE
Thursday, December 16, 2021, 5:00 p.m
Online Zoom Meeting
Agenda

Call to Order

I. Financial Reports:

A. Financial Statements – November 2021

II. Financial Updates

A. Finance Dashboard

B. District Hospital Leadership Forum 2022 Dues

C. Jullian Nguyen, M.D. – Family Medicine\Sports Medicine

III. Capital

IV. Contracts

V. Physician Agreements

Adjournment





Hazel Hawkins
MEMORIAL HOSPITAL

December 16, 2021

CFO Financial Summary for the Finance Committee:

For the month ending November 30, 2021, the District's Net Surplus (**Loss**) is \$400,153 compared to a budgeted Surplus (**Loss**) of \$47,184. The District exceeded its budget for the month by \$352,969.

For the YTD ending November 30, 2021, the District's Net Surplus (**Loss**) is \$1,669,811 compared to a budgeted Surplus (**Loss**) of \$456,820. The District exceeded its budget YTD by \$1,212,991.

Acute discharges were 206 for the month, exceeding budget by 64 discharges or 45%. The ADC was 21.17 compared to a budget of 14.43. The ALOS was 3.08. The acute I/P gross revenue was over budget by **\$2 million** while O/P services gross revenue was **\$881,408** or 5% over budget. ER I/P visits were 161 and ER O/P visits were at the budget of 1,689 visits. The RHCs & Specialty Clinics treated 4,105 (includes 736 visits at the Diabetes Clinic) and 2,926 visits respectively.

Other Operating revenue exceeded budget by **\$18,530** due mainly to Dr. Paudel's 1st full month seeing patients in Dr. Carota's old office.

Operating Expenses were over budget by **\$297,863** due mainly to variances in: Registry by \$330,885 and Supplies by \$165,490 due to the increase in COVID-19 patients. This offset the savings of \$336,678 in Employee Benefits due to less health insurance expense.

Non-operating Revenue was under budget by **\$4,134** due to lower than budgeted donations.

The SNFs ADC was **77.00** for the month. The Net Surplus (**Loss**) is **(\$70,277)** compared to a budget of \$57,908. The ADC is budgeted to be 82 residents for the month. YTD, the SNFs Net Surplus is \$75,022.

The debt service ratio for the fiscal year ending June 30, 2021 is budgeted to exceed **1.25**, the days-cash-on-hand is projected to exceed **30.00** and the current ratio is projected to be less than **1.5**. The Cal- Mortgage 2021 bond covenant targets are a **1.25** DSR, **30** days-cash-on-hand and a **1.5** current ratio.

HAZEL HANKINS MEMORIAL HOSPITAL - COMBINED
HOLLISTER, CA 95023
FOR PERIOD 11/30/21

	CURRENT MONTH				YEAR-TO-DATE					
	ACTUAL 11/30/21	BUDGET 11/30/21	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 11/30/20	ACTUAL 11/30/21	BUDGET 11/30/21	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 11/30/20
GROSS PATIENT REVENUE:										
ACUTE ROUTINE REVENUE	4,353,976	2,951,796	1,402,180	48	2,598,720	19,667,458	14,302,236	5,365,222	38	12,690,109
SNF ROUTINE REVENUE	1,505,160	1,503,450	(98,290)	(6)	1,390,320	8,134,560	8,057,902	76,658	1	6,902,740
ANCILLARY INPATIENT REVENUE	4,609,445	4,186,630	422,815	10	3,905,006	25,330,863	20,342,219	4,988,644	25	18,257,393
HOSPITALIST\PEDS I/P REVENUE	209,591	166,505	34,086	21	98,209	1,014,011	810,381	203,630	25	539,659
TOTAL GROSS INPATIENT REVENUE	10,669,171	8,908,381	1,760,790	20	7,992,254	54,146,892	43,512,738	10,634,154	24	38,389,900
AMCILLARY OUTPATIENT REVENUE	19,274,521	18,444,281	830,340	5	17,469,196	102,069,733	97,637,536	4,432,197	5	90,924,670
HOSPITALIST\PEDS O/P REVENUE	65,413	14,346	51,067	356	14,772	282,490	69,515	212,975	306	80,788
TOTAL GROSS OUTPATIENT REVENUE	19,340,035	18,458,627	881,408	5	17,483,968	102,352,223	97,707,051	4,645,172	5	91,005,459
TOTAL GROSS PATIENT REVENUE	30,009,206	27,367,008	2,642,198	10	25,476,222	156,499,114	141,219,789	15,279,325	11	129,395,359
DEDUCTIONS FROM REVENUE:										
MEDICARE CONTRACTUAL ALLOWANCES	7,983,342	7,035,325	948,017	14	6,020,420	38,303,397	36,979,101	1,324,296	4	31,385,014
MEDI-CAL CONTRACTUAL ALLOWANCES	6,364,839	5,621,720	743,119	13	6,048,783	38,986,327	29,108,065	9,878,262	34	28,635,503
BAD DEBT EXPENSE	292,840	249,843	42,997	17	215,431	1,623,550	1,292,332	331,218	26	1,320,042
CHARITY CARE	86,448	65,942	20,506	31	46,023	371,366	341,095	30,271	9	387,181
OTHER CONTRACTUALS AND ADJUSTMENTS	3,928,477	3,687,214	241,263	7	3,402,785	19,479,184	19,051,549	427,635	2	19,510,388
HOSPITALIST\PEDS CONTRACTUAL ALLOW	2,148	5,426	(3,278)	(60)	6,349	54,261	25,386	27,865	106	(1,677)
TOTAL DEDUCTIONS FROM REVENUE	18,658,094	16,665,470	1,992,624	12	15,739,792	98,818,085	86,798,558	12,019,527	14	81,237,052
NET PATIENT REVENUE	11,351,113	10,701,538	649,575	6	9,736,431	57,681,029	54,421,231	3,259,798	6	48,158,305
OTHER OPERATING REVENUE	519,730	501,200	18,530	4	825,493	2,705,760	2,684,106	21,654	1	5,083,818
NET OPERATING REVENUE	11,870,842	11,202,738	668,104	6	10,561,923	60,386,790	57,105,337	3,281,453	6	53,242,124
OPERATING EXPENSES:										
SALARIES & WAGES	4,713,868	4,610,481	103,387	2	4,222,322	23,719,085	23,228,371	490,714	2	20,869,754
REGISTRY	500,635	170,317	330,318	194	394,964	1,897,716	864,072	1,033,644	120	1,650,116
EMPLOYEE BENEFITS	2,155,707	2,543,996	(388,289)	(15)	2,033,795	12,482,512	12,847,928	(365,416)	(3)	11,115,864
PROFESSIONAL FEES	1,383,434	1,404,989	(21,555)	(2)	1,328,660	7,107,050	7,131,870	(24,820)	0	6,755,638
SUPPLIES	1,167,501	976,453	191,048	20	912,456	5,654,845	5,050,631	604,214	12	4,731,024
PURCHASED SERVICES	978,937	952,648	26,289	3	1,090,573	4,985,307	4,843,819	141,488	3	4,983,211
RENTAL	150,796	139,630	11,166	8	152,423	698,166	60,260	60,260	9	765,858
DEPRECIATION & AMORT	301,090	323,394	(22,304)	(7)	343,459	1,616,975	1,616,975	(50,087)	(3)	1,695,053
INTEREST	2,922	5,788	(2,866)	(50)	2,762	6,854	29,063	(22,199)	(76)	13,794
OTHER	352,230	268,423	83,807	31	272,684	1,725,876	1,534,585	191,291	13	1,481,541
TOTAL EXPENSES	11,707,120	11,396,119	311,001	3	10,754,097	59,904,558	57,845,470	2,059,088	4	54,061,851
NET OPERATING INCOME (LOSS)	163,722	(193,381)	357,103	(185)	(192,174)	482,231	(740,133)	1,222,364	(165)	(819,727)

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HAZEL HAWKINS MEMORIAL HOSPITAL - ACUTE FACILITY
HOLLISTER, CA 95023
FOR PERIOD 11/30/21

	CURRENT MONTH				YEAR-TO-DATE					
	ACTUAL 11/30/21	BUDGET 11/30/21	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 11/30/20	ACTUAL 11/30/21	BUDGET 11/30/21	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 11/30/20
GROSS PATIENT REVENUE:										
ROUTINE REVENUE	4,353,976	2,951,796	1,402,180	48	2,598,720	14,302,236	5,365,222	38	12,690,108	
ANCILLARY INPATIENT REVENUE	4,434,586	3,870,500	564,086	15	3,679,699	18,753,601	5,408,067	29	17,415,492	
HOSPITALIST I/P REVENUE	200,591	166,505	34,086	21	98,209	810,381	203,630	25	539,659	
TOTAL GROSS INPATIENT REVENUE	8,989,153	6,988,801	2,000,352	29	6,376,627	33,866,218	10,376,919	32	30,646,259	
ANCILLARY OUTPATIENT REVENUE	19,274,621	18,444,281	830,340	5	17,469,196	97,637,536	4,432,197	5	90,924,670	
HOSPITALIST O/P REVENUE	65,413	14,346	51,067	356	14,772	69,515	222,975	306	80,788	
TOTAL GROSS OUTPATIENT REVENUE	19,340,035	18,458,627	881,408	5	17,483,968	97,707,051	4,645,172	5	91,005,458	
TOTAL GROSS ACUTE PATIENT REVENUE	28,329,188	25,447,428	2,881,760	11	23,860,595	131,573,269	15,622,091	12	121,651,718	
DEDUCTIONS FROM REVENUE ACUTE:										
MEDICARE CONTRACTUAL ALLOWANCES	7,856,530	6,817,941	1,038,589	15	5,918,455	35,885,285	1,748,477	5	31,052,100	
MEDI-CAL CONTRACTUAL ALLOWANCES	6,380,349	5,570,868	809,481	15	6,154,227	28,852,354	10,031,502	35	28,910,450	
BAD DEBT EXPENSE	279,379	249,843	29,536	12	197,065	1,292,332	257,250	20	1,270,958	
CHARITY CARE	85,003	55,942	19,061	25	46,023	341,095	28,230	8	387,181	
OTHER CONTRACTUALS AND ADJUSTMENTS	3,886,303	3,655,157	231,146	6	3,363,924	18,890,451	437,136	2	19,369,757	
HOSPITALIST/PEDS CONTRACTUAL ALLOW	2,148	5,426	(3,278)	(60)	6,349	26,396	27,865	106	(1,677)	
TOTAL ACUTE DEDUCTIONS FROM REVENUE	18,489,712	16,365,177	2,124,535	13	15,696,053	85,257,913	12,530,459	15	80,988,769	
NET ACUTE PATIENT REVENUE	9,839,476	9,082,251	757,225	8	8,174,543	46,285,356	3,093,632	7	40,662,949	
OTHER OPERATING REVENUE	519,730	501,200	18,530	4	825,493	2,684,106	21,654	1	5,083,818	
NET ACUTE OPERATING REVENUE	10,359,206	9,583,451	775,755	8	9,000,035	48,969,462	3,113,287	6	45,746,766	
OPERATING EXPENSES:										
SALARIES & WAGES	3,836,319	3,771,850	64,469	2	3,396,948	18,986,218	291,841	2	16,727,055	
REGISTRY	496,377	165,492	330,885	200	385,460	1,837,126	839,465	119	1,630,052	
EMPLOYEE BENEFITS	1,684,911	2,021,589	(336,678)	(17)	1,571,052	10,203,980	(335,399)	(3)	8,671,727	
PROFESSIONAL FEES	1,381,394	1,395,480	(14,086)	(1)	1,326,620	7,096,850	7,093,532	0	6,744,409	
SUPPLIES	1,069,004	903,514	165,490	18	851,733	4,670,510	535,859	12	4,367,855	
PURCHASED SERVICES	914,039	893,566	20,473	2	989,502	4,545,414	132,731	3	4,512,612	
RENTAL	149,812	138,634	11,178	8	151,452	693,184	57,754	8	756,809	
DEPRECIATION & AMORT	261,637	282,498	(20,861)	(7)	302,526	1,412,492	(45,136)	(3)	1,489,905	
INTEREST	2,922	5,788	(2,866)	(50)	2,762	29,053	(22,199)	(76)	13,794	
OTHER	312,065	232,204	79,861	34	238,377	1,319,921	183,774	14	1,290,935	
TOTAL EXPENSES	10,108,478	9,810,615	297,863	3	9,216,431	49,783,769	1,810,206	4	46,205,153	
NET OPERATING INCOME (LOSS)	250,728	(227,164)	477,892	(210)	(216,396)	488,774	1,303,081	(160)	(458,387)	

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HAZEL HAWKINS MEMORIAL HOSPITAL - ACUTE FACILITY
 HOLLISTER, CA 95023
 FOR PERIOD 11/30/21

	CURRENT MONTH			PRIOR YR			YEAR-TO-DATE			
	ACTUAL 11/30/21	BUDGET 11/30/21	PERCENT VARIANCE	ACTUAL 11/30/20	BUDGET 11/30/21	PERCENT VARIANCE	ACTUAL 11/30/21	BUDGET 11/30/21	PERCENT VARIANCE	PRIOR YR 11/30/20
NON-OPERATING REVENUE\EXPENSE:										
DONATIONS	934	5,000	(4,066)	8,971	30,000	(10,857)	19,143	30,000	(36)	18,529
PROPERTY TAX REVENUE	159,183	159,183	0	147,685	795,915	2	795,915	795,913	0	738,425
GO BOND PROF TAXES	160,091	160,091	(1)	155,365	800,453	(1)	800,453	800,453	0	776,825
GO BOND INT REVENUE\EXPENSE	(75,091)	(75,091)	1	(77,865)	(375,453)	1	(375,453)	(375,453)	0	(389,325)
OTHER NON-OPER REVENUE	7,875	7,867	8	16	39,332	44	39,376	39,332	0	463
OTHER NON-OPER EXPENSE	(33,289)	(33,288)	(1)	(49,775)	(175,230)	(1)	(173,682)	(175,230)	(1)	(250,017)
INVESTMENT INCOME	0	75	(75)	2,229	375	(112)	263	375	(30)	1,380
COLLABORATION CONTRIBUTIONS	0	0	0	0	0	0	0	0	0	0
TOTAL NON-OPERATING REVENUE/(EXPENSE)	219,703	223,837	(4,134)	186,626	1,115,390	(9,375)	1,106,015	1,115,390	(1)	896,280
NET SURPLUS (LOSS)	470,431	(3,327)	473,758	(29,770)	301,083	1,293,706	1,594,789	301,083	430	437,893

HAZEL HAWKINS SKILLED NURSING FACILITIES
HOLLISTER, CA
FOR PERIOD 11/30/21

	CURRENT MONTH			PRIOR YR			YEAR-TO-DATE			
	ACTUAL 11/30/21	BUDGET 11/30/21	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 11/30/20	ACTUAL 11/30/21	BUDGET 11/30/21	POS/NEG VARIANCE	PERCENT VARIANCE	PRIOR YR 11/30/20
GROSS SNF PATIENT REVENUE:										
ROUTINE SNF REVENUE	1,505,160	1,603,450	(98,290)	(6)	1,390,320	8,134,560	8,057,902	76,658	1	6,902,740
ANCILLARY SNF REVENUE	174,858	316,130	(141,272)	(45)	225,307	1,169,195	1,588,618	(419,423)	(26)	840,900
TOTAL GROSS SNF PATIENT REVENUE	1,680,018	1,919,580	(239,562)	(13)	1,615,627	9,303,755	9,646,520	(342,765)	(4)	7,743,640
DEDUCTIONS FROM REVENUE SNF:										
MEDICARE CONTRACTUAL ALLOWANCES	126,813	217,384	(90,572)	(42)	101,955	669,636	1,093,816	(424,181)	(39)	332,914
MEDI-CAL CONTRACTUAL ALLOWANCES	(15,510)	50,852	(66,362)	(131)	(105,443)	102,471	255,731	(153,260)	(60)	(274,947)
BAD DEBT EXPENSE	13,461	0	13,461		18,366	73,968	0	73,968		49,084
CHARITY CARE	1,445	0	1,445		0	2,041	0	2,041		0
OTHER CONTRACTUALS AND ADJUSTMENTS	42,173	32,057	10,116	32	38,861	151,597	161,098	(9,501)	(6)	141,231
TOTAL SNF DEDUCTIONS FROM REVENUE	168,982	300,293	(131,911)	(44)	53,739	999,713	1,510,645	(510,932)	(34)	248,283
NET SNF PATIENT REVENUE	1,511,637	1,619,287	(107,651)	(7)	1,561,888	8,304,041	8,135,875	168,166	2	7,495,358
OTHER OPERATING REVENUE	0	0	0	0	0	0	0	0	0	0
NET SNF OPERATING REVENUE	1,511,637	1,619,287	(107,651)	(7)	1,561,888	8,304,041	8,135,875	168,166	2	7,495,358
OPERATING EXPENSES:										
SALARIES & WAGES	877,549	838,631	38,918	5	825,374	4,441,026	4,242,153	198,873	5	4,142,699
REGISTRY	4,258	4,825	(567)	(12)	9,504	60,589	24,607	35,982	146	20,064
EMPLOYEE BENEFITS	470,796	522,407	(51,611)	(10)	462,744	2,613,931	2,643,948	(30,017)	(1)	2,444,137
PROFESSIONAL FEES	2,040	2,112	(72)	(3)	2,040	10,200	10,612	(412)	(4)	11,229
SUPPLIES	98,498	72,939	25,559	35	60,722	448,476	380,121	68,355	18	363,169
PURCHASED SERVICES	64,898	59,082	5,816	10	101,072	307,161	298,405	8,756	3	470,599
RENTAL	985	996	(11)	(1)	971	7,488	4,982	2,506	50	9,049
DEPRECIATION	39,453	40,896	(1,443)	(4)	40,933	199,532	204,483	(4,951)	(2)	205,147
INTEREST	0	0	0	0	0	0	0	0	0	0
OTHER	40,165	36,219	3,946	11	34,307	222,181	214,664	7,517	4	190,605
TOTAL EXPENSES	1,598,642	1,578,107	20,535	1	1,537,666	8,310,564	8,023,975	286,609	4	7,856,698
NET OPERATING INCOME (LOSS)	(87,005)	41,180	(128,185)	(311)	24,222	(6,543)	111,900	(118,443)	(106)	(361,340)
NON-OPERATING REVENUE\EXPENSE:										
DONATIONS	0	0	0	0	0	0	0	0	0	0
PROPERTY TAX REVENUE	26,066	26,066	0	0	24,183	130,330	130,329	1	0	120,916
OTHER NON-OPER EXPENSE	(9,338)	(9,338)	0	0	(14,011)	(48,766)	(48,766)	0	0	(70,053)
TOTAL NON-OPERATING REVENUE/(EXPENSE)	16,728	16,728	0	0	10,173	81,564	81,563	1	0	50,863
NET SURPLUS (LOSS)	(70,277)	57,906	(128,185)	(221)	34,395	75,022	193,463	(118,441)	(61)	(310,478)

HAZEL HAWKINS MEMORIAL HOSPITAL
 HOLLISTER, CA
 For the month ended 11/30/21

	CURR MONTH 11/30/21	PRIOR MONTH 10/31/21	POS/NEG VARIANCE	PERCENTAGE VARIANCE	PRIOR YR 06/30/21
CURRENT ASSETS					
CASH & CASH EQUIVALENT	16,260,538	13,701,745	2,558,793	19	18,776,056
PATIENT ACCOUNTS RECEIVABLE	42,813,922	43,823,891	(1,009,969)	(2)	41,109,182
BAD DEBT ALLOWANCE	(3,807,196)	(3,603,201)	(203,995)	6	(3,410,983)
CONTRACTUAL RESERVES	(25,603,760)	(26,832,511)	1,228,752	(5)	(24,852,045)
OTHER RECEIVABLES	(2,209,110)	2,941,775	(5,150,886)	(175)	2,536,893
INVENTORIES	2,910,210	2,909,267	943	0	2,844,436
PREPAID EXPENSES	991,315	1,028,883	(37,568)	(4)	504,949
DUE TO\FROM THIRD PARTIES	483,590	546,933	(63,343)	(12)	1,063,597
TOTAL CURRENT ASSETS	31,839,509	34,516,782	(2,677,272)	(8)	38,572,086
ASSETS WHOSE USE IS LIMITED					
BOARD DESIGNATED FUNDS	4,043,401	3,814,164	229,236	6	3,014,647
TOTAL LIMITED USE ASSETS	4,043,401	3,814,164	229,236	6	3,014,647
PROPERTY, PLANT, AND EQUIPMENT					
LAND & LAND IMPROVEMENTS	3,237,474	3,237,474	0	0	3,237,474
BLDGS & BLDG IMPROVEMENTS	97,228,543	97,228,543	0	0	97,184,444
EQUIPMENT	40,155,094	40,021,862	133,232	0	39,899,483
CONSTRUCTION IN PROGRESS	687,757	637,286	50,471	8	425,000
CAPITALIZED INTEREST	80	80	0	0	0
GROSS PROPERTY, PLANT, AND EQUIPMENT	141,308,947	141,125,245	183,703	0	140,746,401
ACCUMULATED DEPRECIATION	(83,999,224)	(83,683,169)	(316,055)	0	(82,357,510)
NET PROPERTY, PLANT, AND EQUIPMENT	57,309,723	57,442,076	(132,352)	0	58,388,891
OTHER ASSETS					
UNAMORTIZED LOAN COSTS	590,586	597,002	(6,416)	(1)	622,665
PENSION DEFERRED OUTFLOWS NET	1,480,373	1,480,373	0	0	1,480,373
TOTAL OTHER ASSETS	2,070,959	2,077,375	(6,416)	0	2,103,038
TOTAL UNRESTRICTED ASSETS	95,263,592	97,850,396	(2,586,804)	(3)	102,078,662
RESTRICTED ASSETS	102,419	102,396	23	0	102,297
TOTAL ASSETS	95,366,011	97,952,792	(2,586,781)	(3)	102,180,959

HAZEL HAWKINS MEMORIAL HOSPITAL
 HOLLISTER, CA
 For the month ended 11/30/21

	CURR MONTH 11/30/21	PRIOR MONTH 10/31/21	POS/NEG VARIANCE	PERCENTAGE VARIANCE	PRIOR YR 06/30/21
CURRENT LIABILITIES					
ACCOUNTS PAYABLE	6,780,052	6,639,935	(140,117)	2	7,650,785
ACCRUED PAYROLL	1,553,095	1,211,404	(341,691)	28	1,629,838
ACCRUED PAYROLL TAXES	1,244,899	3,137,657	1,892,758	(60)	2,425,261
ACCRUED BENEFITS	6,502,555	6,314,581	(187,974)	3	6,431,270
ACCRUED PENSION (CURRENT)	1,304,572	1,045,566	(259,006)	25	1,321,074
OTHER ACCRUED EXPENSES	38,964	36,713	(2,251)	6	69,880
PATIENT REFUNDS PAYABLE	3,548	0	(3,548)		0
DUE TO/FROM THIRD PARTIES	2,681,974	4,791,721	2,109,747	(44)	9,331,006
OTHER CURRENT LIABILITIES	537,344	427,863	(109,481)	26	186,314
TOTAL CURRENT LIABILITIES	20,647,003	23,605,440	2,958,437	(13)	29,045,428
LONG-TERM DEBT					
LEASES PAYABLE	56,145	56,145	0	0	0
BONDS PAYABLE	40,221,242	40,249,762	28,520	0	40,363,842
TOTAL LONG TERM DEBT	40,277,387	40,305,907	28,520	0	40,363,842
OTHER LONG-TERM LIABILITIES					
DEFERRED REVENUE	0	0	0	0	0
LONG-TERM PENSION LIABILITY	12,243,918	12,243,918	0	0	12,243,918
TOTAL OTHER LONG-TERM LIABILITIES	12,243,918	12,243,918	0	0	12,243,918
TOTAL LIABILITIES	73,168,308	76,155,265	2,986,957	(4)	81,653,188
NET ASSETS:					
UNRESTRICTED FUND BALANCE	20,425,474	20,425,474	0	0	20,425,474
RESTRICTED FUND BALANCE	102,419	102,396	(23)	0	102,297
NET REVENUE/(EXPENSES)	1,669,811	1,269,657	(400,153)	32	0
TOTAL NET ASSETS	22,197,703	21,797,527	(400,176)	2	20,527,771
TOTAL LIABILITIES AND NET ASSETS	95,366,011	97,952,792	2,586,781	(3)	102,180,959



San Benito Health Care District
 Hazel Hawkins Memorial Hospital
 NOVEMBER 2021

Description	Target	MTD Actual	YTD Actual	YTD Target
Average Daily Census - Acute	14.43	21.17	20.09	13.71
Average Daily Census - SNF	82.00	77.00	81.47	80.80
Acute Length of Stay	3.05	3.08	3.26	3.04
ER Visits:				
Inpatient	97	161	730	492
Outpatient	1,689	1,689	9,287	8,549
Total	1,786	1,850	10,017	9,041
Days in Accounts Receivable	45.0	43.5	43.5	45.0
Productive Full-Time Equivalents	495.86	510.09	498.86	495.86
Net Patient Revenue	10,701,538	11,351,113	57,681,029	54,421,231
Medicare Traditional Payor Mix	29.20%	34.95%	30.88%	27.39%
Commercial Payor Mix	29.19%	25.80%	24.56%	31.62%
Bad Debt % of Gross Revenue	0.91%	0.98%	1.05%	0.92%
EBIDA	328,204	658,870	3,034,147	1,872,791
EBIDA %	2.93%	5.55%	5.02%	3.28%
Operating Margin	-1.73%	1.38%	0.80%	-1.30%
Salaries, Wages, Registry & Benefits %: by Net Operating Revenue	65.38%	62.09%	63.09%	64.69%
by Total Operating Expense	64.27%	62.95%	63.60%	63.86%
Bond Covenants:				
Debt Service Ratio	1.25	3.48	3.48	1.25
Current Ratio	1.50	1.54	1.54	1.50
Days Cash on hand	30.00	42.22	42.22	30.00
Met or Exceeded Target				
Within 10% of Target				
Not Within 10%				

Statement of Cash Flows
Hazel Hawkins Memorial Hospital
Hollister, CA
Five months ending November 30, 2021

	CASH FLOW		COMMENTS
	Current Month 11/30/2021	Current Year-To-Date 11/30/2021	
CASH FLOWS FROM OPERATING ACTIVITIES:			
Net Income (Loss)	\$400,153	\$1,669,811	
Adjustments to Reconcile Net Income to Net Cash Provided by Operating Activities:			
Depreciation	316,055	1,641,716	
(Increase)/Decrease in Net Patient Accounts Receivable	(14,787)	(556,812)	
(Increase)/Decrease in Other Receivables	5,150,864	4,746,003	
(Increase)/Decrease in Inventories	(943)	(65,775)	
(Increase)/Decrease in Pre-Paid Expenses	37,568	(486,366)	
(Increase)/Decrease in Due From Third Parties	63,343	580,008	
Increase/(Decrease) in Accounts Payable	140,117	(870,734)	
Increase/(Decrease) in Notes and Loans Payable	0	0	
Increase/(Decrease) in Accrued Payroll and Benefits	(1,104,087)	(1,202,322)	
Increase/(Decrease) in Accrued Expenses	2,251	(30,917)	
Increase/(Decrease) in Patient Refunds Payable	3,548	3,548	
Increase/(Decrease) in Third Party Advances/Liabilities	(2,109,747)	(6,649,032)	
Increase/(Decrease) in Other Current Liabilities	109,481	351,030	Semi-Annual Interest - 2021 Insured Revenue Bonds
Net Cash Provided by Operating Activities:	2,593,683	(2,539,653)	
CASH FLOWS FROM INVESTING ACTIVITIES:			
Purchase of Property, Plant and Equipment	(183,703)	(562,547)	
(Increase)/Decrease in Limited Use Cash and Investments	0	0	
(Increase)/Decrease in Other Limited Use Assets	(223,236)	(1,028,754)	Bond Principal & Int Payment - 2014 & 2021 Bonds
(Increase)/Decrease in Other Assets	6,416	32,080	Amortization
Net Cash Used by Investing Activities	(406,523)	(1,559,221)	
CASH FLOWS FROM FINANCING ACTIVITIES:			
Increase/(Decrease) in Bond/Mortgage Debt	(28,520)	(142,600)	Refinancing of 2013 Bonds with 2021 Bonds
Increase/(Decrease) in Capital Lease Debt	0	0	
Increase/(Decrease) in Other Long Term Liabilities	(28,520)	(86,455)	
Net Cash Used for Financing Activities	0	0	
(INCREASE)/DECREASE IN RESTRICTED ASSETS	0	0	
Net Increase/(Decrease) in Cash	2,558,793	(2,515,518)	
Cash, Beginning of Period	13,701,745	18,776,056	
Cash, End of Period	\$16,260,538	\$16,260,538	

Cost per day to run the District **\$385,176**
Operational Days Cash on Hand 42.22

**HAZEL HAWKINS HOSPITAL
BAD DEBT WRITE OFF
DECEMBER
2021**

<u>CCS BAD DEBT RECOVERY %:</u>		15.70%
<u>BAD DEBT RECOVERY \$: NOVEMBER 2021</u>	\$	103,340.71

COLLECTION CONSULTING SERVICES:

366 Accounts Ready for Collections	\$	474,411.05
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TOTAL BAD DEBT	\$	474,411.05
WRITE-OFF COUNT	#	366

CHARITY CARE NOVEMBER 2021

48 Accounts W/O to Charity	\$	57,055.64
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SLIDING FEE SCALE CLINICS NOVEMBER 2021

68 Accounts W/O to Sliding Fee Scale	\$	34,231.00
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<u>TOTAL CHARITY CARE NOVEMBER 2021</u>	\$	<u>91,286.64</u>
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***NOTE**

<u>TOTAL WRITE-OFF</u>	\$	<u>565,697.69</u>
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Hazel Hawkins Memorial Hospital
 Bad Debt Expense
 For the Year Ending June 30, 2022

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Total
Budgeted Gross Revenue	28,077,628	28,267,165	27,507,614	30,000,374	27,367,008	27,461,364	29,584,020	27,738,115	28,163,207	28,701,313	27,450,017	26,750,954	337,068,779
Budgeted Bad Debt Expense	256,791	258,639	251,859	275,200	249,843	250,205	272,444	256,135	258,393	263,901	250,864	244,615	3,088,889
BD Exp as a percent of Gross Revenue	0.91%	0.91%	0.92%	0.92%	0.91%	0.91%	0.92%	0.92%	0.92%	0.92%	0.91%	0.91%	0.92%
Actual Gross Revenue	30,573,916	32,794,947	31,149,360	30,941,189	29,743,202	-	-	-	-	-	-	-	155,202,614
Actual Bad Debt Expense	253,140	298,645	409,735	369,191	292,840	-	-	-	-	-	-	-	1,623,551
BD Exp as a percent of Gross Revenue	0.83%	0.91%	1.32%	1.19%	0.98%	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	1.05%
Budgeted YTD BD Exp	1,292,332	0.92%											341,095
Actual YTD BD Exp	1,623,551	1.05%											371,366
Amount under (over) budget	(331,219)	-0.13%											(30,271)
Prior Year percent of Gross Revenue	0.95%												0.24%
Percent of Decrease (inc) from Prior Year	-10.1%												

YTD Charity Exp Budget 341,095
 YTD Charity Exp Actual 371,366
 Amt under (over) budget (30,271)
 Charity Exp % of Gross Rev 0.24%



1215 K Street, Suite 700
Sacramento, CA 95814
(916) 443-7401 T
(916) 552-7606 F

November 17, 2021

Mr. Mark Robinson
Chief Financial Officer
Hazel Hawkins Memorial Hospital
911 Sunset Drive
Hollister, CA 95023

Invoice - L22006

Dues for participation in the District Hospital Leadership Forum:

- 2022 Annual Dues for the period Jan 1, 2022 – Dec 31, 2022, is: \$39,216.58
- *At the 11/09/2021 board of directors meeting, the Board agreed to the current dues Amount and 2022 budget.*

Amount Due.....\$39,216.58

Please make check payable to: **District Hospital Leadership Forum**

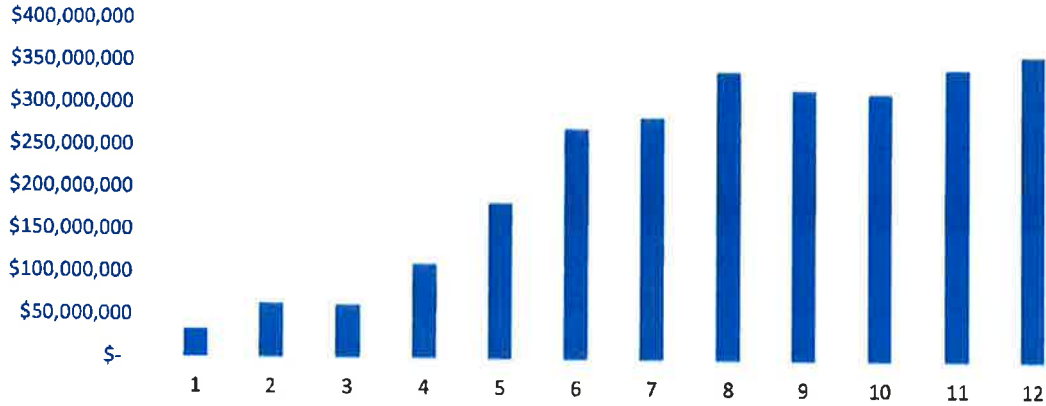
Mail To:

California Hospital Association
1215 K Street, Suite 700
Sacramento, CA 95814

If you have any questions regarding this invoice or prefer a payment plan, please contact Erin Hagstrom Clark at eclark@cadhlf.org or 916-673-2020 ext. 115.

The following information is for tax-exempt entities: For calendar year 2021, 990 and Medicare reporting, 19.9% of your consolidated dues are for direct lobbying expenses.

2021 DHLF Value Statement: Aggregate Supplemental Funding for District/Municipal Hospitals, 2010-2021



	AB 113	Provider Fee	Rate Range	PRIME	TOTAL
2010		27,000,000	6,000,000		33,000,000
2011	36,000,000	18,000,000	10,000,000		64,000,000
2012	30,000,000	18,000,000	15,000,000		63,000,000
2013	30,000,000	26,000,000	55,000,000		111,000,000
2014	52,000,000	71,000,000	61,000,000		184,000,000
2015	38,000,000	73,000,000	62,000,000	100,000,000	273,000,000
2016	38,000,000	73,000,000	75,000,000	100,000,000	286,000,000
2017	35,000,000	108,000,000	100,000,000	100,000,000	343,000,000
2018	22,000,000	108,000,000	100,000,000	90,000,000	320,000,000
2019	17,000,000	108,000,000	115,000,000	76,500,000	316,500,000
2020	14,350,000	110,000,000	142,946,000	83,275,000	350,571,000
2021	13,170,000	107,600,000	147,420,000	93,250,000	361,440,000

*Excludes Medi-Cal DSH, AB 915 and DP/NF supplemental payments

Ongoing representation of district/municipal hospitals to address issues related to Medicare/Medi-Cal programs, and the relevant supplemental payment programs as identified above; as well as many of the organizations listed below:

- California Health and Human Services (CHHS)
- Department of Health Care Services (DHCS)
- Health & Human Services (HHS)
- Centers for Medicare and Medicaid Services (CMS)
- California Hospital Association (CHA)
- Hospital constituency groups (California Association of Public Hospital (CAPH) and others)
- California State Assembly / California State Senate
- California Congressional Delegation
- California Department of Finance and California Treasurer's Office
- California Department of Managed Health Care and Department of Insurance
- Medi-Cal managed care health plans and the California Association of Health Plans
- Various patient/consumer advocacy organizations
- County Supervisors Association of California