

**Cogdell Memorial Hospital
February 2020 Normalization**

Net Income	111,084.00
Less:	
Add:	
Paid Claims	0.00
Additional Staff	0.00
	0.00
	0.00
	0.00

Normalized Net Income	<u>111,084.00</u>
Ad Valorem Taxes	594,118.00

Normalized Net Income	<u><u>(483,034.00)</u></u>
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Cash - 2019	4,004,302.00
Cash - 2018	5,066,822.00

Net Cash Change 19-18 (1,062,520.00)
 Note: Key issue is Kinder Morgan and holding half of tax pymt

Net Income	111,084.00
Taxes	(594,118.00)
Depreciation	332,047.00
UC Funding	374,000.00
	0.00
	0.00
	0.00

Net Cash Flow	<u><u>223,013.00</u></u>
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Cogdell Memorial Hospital
 Reconciliation of Service Organization of West Texas
 FYE 12/31/2020

	Prepaid Beginning Balance	Deductions From Prepaid	1140800 Prepaid Balance	GL 2010202	Invoice Amount	2020 Benefit
Beginning Balance 01/01/2020	\$0.00					
	\$1,527,424.67					

Benefits Paid:

Jan-20	\$35,624.67	\$156,624.14	\$1,406,425.20	\$0.00	\$195,780.17	\$39,156.03
Feb-20	\$149,463.99	\$180,556.99	\$1,375,332.20	\$0.00	\$225,696.24	\$45,139.25
Mar-20	\$0.00	\$0.00	\$1,375,332.20	\$0.00	\$0.00	\$0.00
Apr-20	\$0.00	\$0.00	\$1,375,332.20	\$0.00	\$0.00	\$0.00
May-20	\$0.00	\$0.00	\$1,375,332.20	\$0.00	\$0.00	\$0.00
Jun-20	\$0.00	\$0.00	\$1,375,332.20	\$0.00	\$0.00	\$0.00
Jul-20	\$0.00	\$0.00	\$1,375,332.20	\$0.00	\$0.00	\$0.00
Aug-20	\$0.00	\$0.00	\$1,375,332.20	\$0.00	\$0.00	\$0.00
Sep-20	\$0.00	\$0.00	\$1,375,332.20	\$0.00	\$0.00	\$0.00
Oct-20	\$0.00	\$0.00	\$1,375,332.20	\$0.00	\$0.00	\$0.00
Nov-20	\$0.00	\$0.00	\$1,375,332.20	\$0.00	\$0.00	\$0.00
Dec-20	\$0.00	\$0.00	\$1,375,332.20	\$0.00	\$0.00	\$0.00

Prepaid Account - 114,0800

Variance - Prepaid Acct 114,0800 to Rolling Balance

Benefit

Benefit per Income Statement

Variance

	\$0.00	\$0.00				
						\$84,295.28
						\$84,295.28
						\$0.00

Cogdell Memorial Hospital
 Analysis of Investments

Month	Activity	Temporal Depreciation	Tempoal IAS 01	Tempoal IAS 08	Tempoal 01 Obligated Capital	Tempoal USDA	Tempoal Operations II	Tempoal Depreciation II	Tempoal Capital Fund
Feb-20	Beginning Balance	\$3,181.21	\$277,000.78	\$6,325.40	\$0.00	\$8,696.33	\$1,704,328.68	\$1,104.62	\$1,015.53
	Deposits	\$0.00	\$36,183.38	\$0.00	\$0.00	\$0.00	\$1,382,781.54	\$0.00	\$0.00
	Withdrawals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$100,000.00	\$0.00	\$0.00
	Interest Earned	\$4.06	\$383.43	\$9.07	\$0.00	\$11.31	\$2,847.81	\$1.45	\$1.16
	Ending Balance	\$3,185.27	\$313,567.59	\$6,333.47	\$0.00	\$9,007.64	\$2,990,058.01	\$1,106.07	\$1,016.69
	Balance Per Statement	\$3,185.27	\$313,567.59	\$6,333.47	\$0.00	\$9,007.64	\$2,990,058.01	\$1,106.07	\$1,016.69
	Variance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	Balance Per GL	\$3,185.27	\$313,567.59	\$6,333.47	\$0.00	\$9,007.64	\$2,990,058.01	\$1,106.07	\$1,016.69
	Variance	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00

**Cogdell Memorial Hospital
Analysis of Debt Service**

<u>Description</u>	<u>Debt Service Values</u>	<u>Due Date</u>	<u>2019 Annual Payments</u>	<u>Interest Portion of Payment</u>	<u>2019 Ending Balance</u>
2011 CO	720,000	2021	376,600	21,600	365,000
Equipment Loan	1,320,687	2031	143,766	41,338	1,218,259
USDA Loan	8,528	2019	8,280	248	496
Hematology Analyzer	32,318	2021	18,060	1,735	15,993
Chemistry Analyzer	112,572	2021	62,904	6,039	55,707
Immunorassay System	51,319	2021	28,680	2,757	25,396
CT Loan	302,967	2023	80,899	10,092	232,160
TIB Bank 2016 Bonds	6,960,000	2031	715,640	236,640	6,481,000
TIB Bank 2017 Bonds	4,484,000	2032	426,713	147,713	4,205,000
FB&T Construction	4,200,000	2026	0	0	4,200,000
Total	18,192,392		1,861,542	468,162	16,799,012

Cogdell Memorial Hospital
Summary of Tax Collections FY 2019

<u>Date</u>	<u>M&O</u> <u>Amount</u>	<u>Debt Service</u> <u>Amount</u>
10/2/2019	20,435.15	984.82
10/11/2019	53,485.68	2,792.99
10/18/2019	202,843.16	10,657.33
10/23/2019	160,490.96	8,438.69
10/25/2019	323,460.98	17,008.80
10/31/2019	1,361,814.83	71,577.87
11/4/2019	666,167.26	35,793.55
11/7/2019	1,048,912.51	55,155.54
11/12/2019	159,505.23	8,385.92
11/19/2019	52,648.34	2,762.32
12/4/2019	109,893.27	6,133.86
1/7/2020	417,116.41	22,020.77
1/23/2020	242,382.79	12,651.95
1/27/2020	27,613.75	1,447.06
1/30/2020	127,135.80	6,683.38
2/6/2020	257,085.27	13,682.06
2/7/2020	425,696.27	22,501.32
3/6/2020	265,095.36	14,111.66

Total 5,921,783.02 312,789.89

Estimated Taxes 7,383,797.25

Amount Left 1,149,224.34

Cogdell Memorial Hospital
 Analysis of Operating Expense
 As of February 29, 2020

Expense	MTD 02/29/2020		YTD 12/31/2020		MTD 02/29/2020		YTD 12/31/2020		MTD 02/29/2020		MTD 02/29/2020		Explanation	YTD 12/31/2020		YTD 12/31/2020		Explanation	
	Amount	%	Amount	%	Budget Amt	%	Budget Amt	%	Rate Variance	Cost Variance	Rate Variance	Cost Variance		Rate Variance	Cost Variance				
Salaries	1,562,577		3,002,062		1,578,841		3,050,332												
Manhours	42,157		90,703		37,535		80,053												
FTEs	255.03		265.21		227.07		234.07												
AHR	37.07		33.10		42.06		38.10												
Salaries per APD	870.03		795.46		797.39		871.52												
Manhours per APD	23.47		24.03		18.96		22.87												
Benefits	323,501		676,024		351,287		809,818												
Benefits per APD	180.12		179.13		177.42		231.38												
Benefits as a % of Salaries	20.70%		22.52%		22.25%		26.55%												
Professional Fees	229,521		415,998		241,812		486,883												
Prof Fees per APD	127.80		110.23		122.13		139.11												
Contract Labor	150,490		286,270		154,116		319,182												
Manhours	2,114		4,255		1,578		3,116												
AHR	71.19		67.28		97.67		102.43												
FTEs	12.79		12.44		9.55		9.11												
Contract Labor per APD	83.79		75.85		77.84		91.19												

Part is new ortho provider and PA while
 volumes are building. adding new
 nurses who are orienting

No major issues noted

Locum Coverage for walk in

Agency in Radiology, HHA and HHA
 PT

Added two Ortho Providers.
 Increased staff due to this and
 change in agency to salaries

Changed Vendors better contracts

No issues noted

Reduction in agency usage and
 hired staff to fill these slots

Cogdell Memorial Hospital
 Analysis of Operating Expense
 As of February 29, 2020

Expense	MTD 02/29/2020		YTD 12/31/2020		MTD 02/29/2020		YTD 12/31/2020		MTD 02/29/2020		Explanation	YTD 12/31/2020		Explanation
	Amount	% of Net Rev	Amount	% of Net Rev	Budget Amt	% of Net Rev	Budget Amt	% of Net Rev	Rate Variance	Cost Variance		Rate Variance	Cost Variance	
Supplies	134,617	4.17%	215,572	3.48%	191,569	6.54%	402,945	6.79%	-2.37%	(76,511)	340B	-3.31%	(205,325)	340B Rev
Supplies per APD	74.95		57.12		96.75		115.13							
Supplies as a % of Net Rev		4.17%		3.48%		6.54%		6.79%	-2.37%	(76,511)	340B	-3.31%	(205,325)	340B Rev
Purchased Services	276,461		536,197		209,261		409,135				12k accrual missed in Jan biggest issue	25.18	95,033	No issues noted
Purchased Services per APD	153.93		142.08		105.69		116.90		48.24	86,646				
Other Expense	341,055		625,079		263,260		578,058				Lower volumes and some fixed expenses	0.47	1,767	No major issues noted
Other Expense per APD	189.90		165.63		132.96		165.16		56.94	102,260				
Bad Debt	439,183		716,502		341,343		713,699				Higher self pay volumes for the month of Feb increased bad debt reserve	0.10%	11,022	Cleaned up presumptive charity accounts, thus why net revenue is down
Bad Debt as a % of Gross Rev		8.00%		6.56%		6.26%		6.46%	1.74%	95,740				
APD	1,796		3,774		1,980		3,500							
Net Revenue	3,230,405		6,199,987		2,931,138		5,935,540							
FTE Factor	29		60		29		60							
Gross Revenue	5,489,126		10,917,349		5,455,561		11,044,538							
Total Operating Expense	3,457,405		6,473,704		3,331,489		6,770,052							

Cogdell - Main Unit
OPERATING INDICATORS REPORT
FOR THE PERIOD ENDED February 29, 2020

CURRENT MONTH	BUDGET CURRENT MONTH	PRIOR YEAR CURRENT MONTH	YEAR TO DATE	BUDGET YEAR TO DATE	PRIOR YEAR YEAR TO DATE
38	34	33	88	88	85
7	14	14	24	32	31
3	4	4	11	10	10
Admissions					
48	53	51	123	130	126
Total Admissions					
126	126	122	288	325	316
15	31	30	50	65	63
59	54	52	146	103	100
Patient Days					
200	210	204	484	493	479
Total Patient Days					
431	495	480	959	921	887
Total Adjusted Admissions					
1,796	1,980	1,918	3,774	3,500	3,374
Total Adjusted Patient Days					
Avg. Length of Stay (ALOS)					
3.32	3.70	3.70	3.27	3.72	3.72
2.14	2.14	2.14	2.08	2.03	2.03
19.67	13.00	13.00	13.27	10.00	10.00
Swing Bed					
4.17	4.00	4.00	3.94	3.80	3.80
Total ALOS					
Average Daily Census (ADC)					
4.34	4.45	4.36	4.80	5.46	5.36
0.52	1.09	1.07	0.83	1.09	1.07
2.03	1.90	1.86	2.43	1.73	1.69
Swing Bed					
6.90	7.44	7.29	8.07	8.28	8.12
Total ADC					
61.92	70.06	68.50	62.91	58.72	57.18
Adjusted ADC					

Cogdell - Main Unit
OPERATING INDICATORS REPORT
FOR THE PERIOD ENDED February 29, 2020

	35.44%	35.23%	34.52%	Occupancy %	40.19%	39.93%	39.17%
	7.39%	15.62%	15.31%	Med Surg	11.90%	15.55%	15.25%
				OB			
5	15	15	15	Deliveries	19	30	29
11	27	27	27	Pt Days - Nursery	41	59	59
35	34	34	33	Admits from ER	75	77	75
45	38	38	38	Observations from ER	88	86	86
69	85	83	83	Outpatient Visits			
711	736	715	715	Surgeries	151	162	157
				ER	1,441	1,468	1,425
3,102	3,015	3,015	3,015	All Other OP Visits	6,736	5,835	5,835
3,882	3,837	3,813	3,813	Total Outpatient Visits	8,328	7,464	7,417
64	48	46	46	Observation Visits			
4	4	4	4	Med Surg	139	136	132
				OB	4	13	12
68	51	49	49	Total Observations Visits	144	149	145
2,484	2,681	2,603	2,603	Clinic Visits			
874	876	850	850	CFC Only	5,452	5,664	5,499
3,358	3,557	3,453	3,453	CFC Walk-In	1,679	1,530	1,485
229	195	189	189	Total CFC Visits	7,131	7,194	6,984
				Orthopedic Clinic	507	374	363
3,587	3,751	3,642	3,642	Total Clinic Visits	7,638	7,567	7,347
1,281	733	712	712	Home Health Visits	2,557	1,426	1,384
0.9024	0.8919	0.8919	0.8919	Total Case Mix	0.8879	0.9740	0.9740
1.2308	1.2727	1.2727	1.2727	Medicare Case Mix	1.1143	1.1379	1.1379

Cogdell - Main Unit
OPERATING INDICATORS REPORT
FOR THE PERIOD ENDED February 29, 2020

Payor Mix (Based on Revenues)

24.20%	24.64%	25.25%	25.50%	24.93%	25.55%
10.24%	9.58%	9.84%	11.18%	9.83%	10.09%
34.44%	34.22%	35.09%	36.68%	34.76%	35.64%
0.92%	1.23%	0.95%	0.60%	1.37%	1.09%
10.54%	12.17%	12.49%	9.56%	13.02%	13.36%
11.46%	13.40%	13.44%	10.16%	14.39%	14.45%
21.91%	23.13%	23.41%	24.21%	23.08%	23.37%
9.18%	11.52%	11.67%	10.83%	11.17%	11.31%
31.09%	34.65%	35.08%	35.04%	34.25%	34.68%
1.67%	1.69%	1.74%	1.56%	1.74%	1.79%
0.49%	0.35%	0.36%	0.10%	0.50%	0.51%
2.16%	2.04%	2.10%	1.66%	2.24%	2.30%
1.25%	0.83%	0.85%	1.12%	0.87%	0.89%
19.60%	14.85%	13.44%	15.34%	13.48%	12.05%
100.00%	99.99%	100.00%	100.00%	99.99%	99.99%

42,157	37,535	37,535	90,703	80,053	80,053
2,114	1,578	1,578	4,255	3,116	3,116
44,271	39,113	39,113	94,958	83,169	83,169

255.10	228.39	235.24	265.28	231.16	238.10
12.79	9.60	9.89	12.44	9.00	9.27
267.89	237.99	245.13	277.72	240.16	247.36

4,3260	3,3968	3,5786	4,4149	4,0899	4,3261
8.00%	6.26%	6.61%	6.56%	6.46%	6.83%

55.27	54.78	54.78	55.27	54.78	54.78
AR Days	AR Days	AR Days	Gross	Gross	Gross

Cogdell - Main Unit
OPERATING INDICATORS REPORT
FOR THE PERIOD ENDED February 29, 2020

24.32		20.53	Net	24.32		20.53
3,056.61	2,755.39	2,689.89	Gross Revenue/APD	2,892.49	3,155.30	3,096.38
1,798.85	1,480.40	1,412.04	Net Revenue/APD	1,642.65	1,695.72	1,626.08
58.85%	53.73%	52.49%	Net Revenue % of Gross Revenue	56.79%	53.74%	52.52%
40.14		40.36	Days Cash On Hand	40.14		40.36
63.04%	71.11%	68.26%	Salaries/Benefits/Contract Labor % of Net Rev	63.94%	70.41%	67.63%
20.70%	22.25%	22.91%	Benefits % of Salaries	22.52%	26.55%	27.55%
4.17%	6.54%	4.92%	Supplies % of Net Revenue	3.48%	6.79%	5.12%
8,021.88	6,730.41	6,153.08	Operating Exp per Adjusted Admit	6,749.13	7,352.76	6,760.15
7,495.19	5,921.61	5,648.17	Net Revenue per Adjusted Admit	6,463.77	6,446.42	6,181.68
342	163	158	Visits - Hospice	678	334	324

Cogdell - Main Unit
OPERATING INDICATORS REPORT
FOR THE PERIOD ENDED FEBRUARY 28, 2020

MAR 2019 APR 2019 MAY 2019 JUN 2019 JUL 2019 AUG 2019 SEP 2019 OCT 2019 NOV 2019 DEC 2019 JAN 2020 FEB 2020

Admissions												
Med Surg	59	51	44	36	44	30	35	34	35	45	50	38
OB	16	20	11	10	8	21	11	18	20	8	17	7
Swing Bed	5	5	6	9	7	6	7	8	5	4	8	3
Total Admissions	80	76	61	55	59	57	53	60	60	57	75	48
Patient Days												
Med Surg	168	142	178	113	119	76	109	117	121	150	162	126
OB	36	32	23	24	27	51	22	36	50	14	35	15
Swing Bed	104	61	98	143	100	125	112	96	83	85	87	59
Total Patient Days	308	235	299	280	246	252	243	249	254	249	284	200
Total Adjusted Admissions												
	512	488	448	389	590	404	553	408	405	417	516	431
Total Adjusted Patient Days												
	1,971	1,509	2,196	1,982	2,459	1,785	2,535	1,695	1,713	1,820	1,955	1,796
Avg. Length of Stay (ALOS)												
Med Surg	2.85	2.78	4.05	3.14	2.70	2.53	3.11	3.44	3.46	3.33	3.24	3.32
OB	2.25	1.60	2.09	2.40	3.38	2.43	2.00	2.00	2.50	1.75	2.06	2.14
Swing Bed	20.80	12.20	16.33	15.89	14.29	20.83	16.00	12.00	16.60	21.25	10.88	19.67
Total ALOS	3.85	3.09	4.90	5.09	4.17	4.42	4.58	4.15	4.23	4.37	3.79	4.17
Average Daily Census (ADC)												
Med Surg	5.42	4.73	5.74	3.77	3.84	2.45	3.63	3.77	4.03	4.84	5.23	4.34
OB	1.16	1.07	0.74	0.80	0.87	1.65	0.73	1.16	1.67	0.45	1.13	0.52
Swing Bed	3.35	2.03	3.16	4.77	3.23	4.03	3.73	3.10	2.77	2.74	2.81	2.03
Total ADC	9.94	7.83	9.65	9.33	7.94	8.13	8.10	8.03	8.47	8.03	9.16	6.90
Adjusted ADC												
	63.57	50.30	70.83	66.08	79.33	57.57	84.48	54.68	57.12	58.70	63.06	61.92

Cogdell - Main Unit
OPERATING INDICATORS REPORT
FOR THE PERIOD ENDED FEBRUARY 28, 2019
 MAR 2019 APR 2019 MAY 2019 JUN 2019 JUL 2019 AUG 2019 SEP 2019 OCT 2019 NOV 2019 DEC 2019 JAN 2020 FEB 2020

	MAR 2019	APR 2019	MAY 2019	JUN 2019	JUL 2019	AUG 2019	SEP 2019	OCT 2019	NOV 2019	DEC 2019	JAN 2020	FEB 2020
Occupancy %												
Med Surg	48.75%	37.59%	49.46%	47.41%	39.25%	36.02%	40.93%	38.17%	37.78%	42.11%	44.62%	35.44%
OB	16.59%	15.24%	10.60%	11.43%	12.44%	23.50%	10.48%	16.59%	23.81%	6.45%	16.13%	7.39%
Deliveries	15	18	10	9	7	19	10	14	18	8	14	5
Pt Days - Nursery	30	29	21	19	20	35	17	28	39	12	30	11
Admits from ER	52	38	39	31	32	33	28	29	39	43	40	35
Observations from ER	45	42	42	23	41	63	55	49	52	42	43	45
Outpatient Visits												
Surgeries	61	53	70	59	66	62	70	78	68	57	82	69
ER	791	654	709	676	681	714	692	664	688	813	730	711
All Other OP Visits	2,820	2,762	2,828	2,325	2,500	2,641	2,672	3,037	2,685	3,192	3,634	3,102
Total Outpatient Visits	3,672	3,469	3,607	3,060	3,247	3,417	3,434	3,779	3,441	4,062	4,446	3,882
Observation Visits												
Med Surg	63	62	63	48	59	73	82	71	66	56	76	64
OB	4	8	3	2	2	4	13	5	5	2	0	4
Total Observations Visits	67	70	66	49	61	77	95	75	71	58	76	68
Clinic Visits												
CFC Only	2,682	2,746	2,880	2,144	2,668	2,972	2,581	2,850	2,460	2,640	2,968	2,484
CFC Walk-In	648	344	390	392	336	405	483	517	606	825	805	874
Total CFC Visits	3,330	3,090	3,270	2,536	3,004	3,377	3,064	3,367	3,066	3,465	3,773	3,358
Orthopedic Clinic	147	191	212	202	203	217	191	294	234	226	278	229
Total Clinic Visits	3,477	3,281	3,482	2,738	3,207	3,594	3,255	3,661	3,300	3,691	4,051	3,587
Home Health Visits	907	1,027	1,145	1,242	1,404	1,382	1,276	1,434	1,268	1,287	1,276	1,281
Total Case Mix	0.8750	0.7656	0.9268	0.8723	0.9268	0.7021	0.9286	0.8594	0.7308	0.9800	0.8788	0.9024
Medicare Case Mix	1.0588	0.9524	1.0500	1.1176	1.0769	1.0769	1.3125	1.0000	1.0000	1.1905	1.0455	1.2308

Cogdell - Main Unit
OPERATING INDICATORS REPORT
FOR THE PERIOD ENDED February 28, 2020
 MAR 2019 APR 2019 MAY 2019 JUN 2019 JUL 2019 AUG 2019 SEP 2019 OCT 2019 NOV 2019 DEC 2019 JAN 2020 FEB 2020

Payor Mix (Based on Revenues)

Medicare	27.09%	24.56%	28.02%	33.26%	29.55%	22.78%	22.28%	30.21%	25.39%	26.66%	26.81%	24.20%
Medicare Managed Care	12.98%	10.39%	8.85%	10.57%	10.80%	10.98%	9.81%	10.70%	9.70%	10.44%	12.14%	10.24%
Total Medicare	40.07%	34.95%	36.87%	43.83%	40.35%	33.76%	32.09%	40.91%	35.09%	37.10%	38.95%	34.44%
Medicaid	2.30%	2.73%	2.01%	1.83%	0.63%	2.66%	1.91%	1.49%	2.63%	1.86%	0.27%	0.92%
Medicaid Managed Care	11.90%	11.69%	10.39%	10.85%	9.28%	13.07%	9.16%	12.08%	10.37%	11.39%	8.58%	10.54%
Total Medicaid	14.20%	14.42%	12.40%	12.68%	9.91%	15.73%	11.07%	13.57%	13.00%	13.25%	8.85%	11.46%
BCBS	23.69%	26.28%	21.00%	21.02%	20.40%	23.54%	21.78%	22.75%	23.55%	22.82%	26.53%	21.91%
HMO/PO/Commercial	8.78%	9.31%	11.31%	7.94%	8.43%	11.07%	10.15%	14.27%	12.39%	10.58%	12.49%	9.18%
Total HMO/PO	32.47%	35.59%	32.31%	28.96%	28.83%	34.61%	31.93%	37.02%	35.94%	33.40%	39.02%	31.09%
Fed/State	0.98%	1.39%	0.63%	0.70%	2.42%	1.29%	0.37%	1.88%	1.10%	1.30%	1.46%	1.67%
Champus	0.26%	0.70%	0.16%	0.09%	0.18%	-	0.08%	1.06%	0.19%	0.34%	-0.30%	0.49%
Total Other Fed State	1.24%	2.09%	0.79%	0.79%	2.60%	1.29%	0.45%	2.94%	1.29%	1.64%	1.16%	2.16%
Workers Comp	0.96%	1.63%	1.37%	1.44%	1.86%	0.84%	1.41%	1.05%	0.67%	1.18%	0.99%	1.25%
Self Pay	11.05%	11.33%	16.26%	12.31%	16.45%	13.77%	23.04%	4.52%	14.01%	13.43%	11.04%	19.60%
Total Payor Mix	99.99%	100.01%	100.00%	100.01%	100.00%	100.00%	99.99%	100.01%	100.00%	100.00%	100.01%	100.00%
Hours												
Hospital	48,279	43,178	45,245	44,491	45,604	46,503	44,792	47,673	50,247	46,537	48,546	42,157
Contract	1,795	1,725	1,093	1,114	1,254	1,466	1,883	1,533	2,710	2,298	2,141	2,114
Total Hours	50,074	44,903	46,338	45,605	46,858	47,969	46,675	49,206	52,957	48,835	50,687	44,271
FTEs												
Hospital	273.29	252.56	256.11	260.24	258.15	263.23	262.00	269.86	293.91	263.43	274.80	255.10
Contract	10.16	10.09	6.19	6.52	7.10	8.30	11.01	8.68	15.85	13.01	12.12	12.79
Total FTEs	283.45	262.65	262.30	266.76	265.24	271.53	273.02	278.54	309.76	276.43	286.92	267.89
FTEs Per Adjusted Occupied Bed	4.4588	5.2219	3.7031	4.0370	3.3434	4.7165	3.2316	5.0938	5.4234	4.7090	4.5501	4.3260
Bad Debt % of Gross Revenue	4.20%	8.81%	12.77%	-4.05%	10.62%	9.20%	7.95%	9.85%	5.99%	7.28%	5.11%	8.00%

Cogdell - Main Unit
OPERATING INDICATORS REPORT
FOR THE PERIOD ENDED FEBRUARY 29, 2020
 MAR 2019 APR 2019 MAY 2019 JUN 2019 JUL 2019 SEP 2019 OCT 2019 NOV 2019 DEC 2019 JAN 2020 FEB 2020

	MAR 2019	APR 2019	MAY 2019	JUN 2019	JUL 2019	SEP 2019	OCT 2019	NOV 2019	DEC 2019	JAN 2020	FEB 2020	
AR Days												
Gross												
Net												
Gross Revenue/APD	2,642.79	3,513.44	2,382.28	2,348.57	2,081.45	2,699.46	2,129.06	3,178.51	3,141.86	(31,292.57)	2,776.91	3,056.61
Net Revenue/APD	1,402.03	1,879.01	1,373.80	880.92	1,196.71	1,886.18	1,349.10	1,721.43	2,073.48	(17,609.78)	1,519.14	1,798.85
Net Revenue % of Gross Revenue	53.05%	53.48%	57.67%	37.51%	57.49%	69.87%	63.37%	54.16%	66.00%	56.27%	54.71%	58.85%
Days Cash On Hand												
Salaries/Benefits/Contract Labor % of Net Rev	70.87%	64.97%	64.63%	102.46%	65.81%	64.64%	62.30%	77.56%	68.63%	69.25%	64.92%	63.04%
Benefits % of Salaries	15.78%	17.93%	40.41%	26.87%	36.03%	37.49%	36.38%	26.58%	43.10%	30.39%	24.49%	20.70%
Supplies % of Net Revenue	-2.12%	0.54%	-2.07%	-2.28%	-1.08%	4.78%	5.71%	4.99%	5.82%	2.54%	2.73%	4.17%
Operating Exp per Adjusted Admit	5,462.70	6,286.20	7,228.72	5,858.44	5,496.45	8,932.18	6,554.84	9,114.08	9,502.72	(85,031.51)	5,842.99	8,021.88
Net Revenue per Adjusted Admit	5,397.82	5,810.10	6,733.89	4,484.67	4,989.68	8,338.88	6,185.51	7,143.94	8,777.74	(76,926.92)	5,752.50	7,495.19
Visits - Hospice	209	172	187	137	210	334	350	442	393	321	336	342

**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED
INCOME STATEMENT
FOR THE PERIOD ENDED February 29, 2020**

	MAR 2019	APR 2019	MAY 2019	JUN 2019	JUL 2019	AUG 2019	SEP 2019	OCT 2019	NOV 2019	DEC 2019	JAN 2020	FEB 2020
INPATIENT REVENUE	813,977	825,665	712,307	657,595	512,035	680,261	517,364	791,449	798,035	744,261	788,639	611,325
OUTPATIENT REVENUE	4,396,113	4,475,977	4,518,840	3,998,008	4,606,943	4,137,370	4,878,873	4,596,496	4,585,493	4,361,198	4,639,583	4,877,801
GROSS PATIENT REVENUE	5,208,091	5,301,642	5,231,147	4,655,603	5,118,979	4,817,631	5,396,256	5,387,945	5,383,528	5,105,459	5,428,222	5,489,126
MEDICARE DEDUCTIONS	(612,649)	(615,718)	(730,711)	(1,134,425)	(854,225)	(456,063)	(413,267)	(487,546)	98,003	221,752	(738,762)	(711,735)
MEDICAID DEDUCTIONS	60,310	(98,396)	93,476	131,500	392,127	837,072	508,050	(89,557)	(91,110)	35,861	41,625	245,626
HMO/PRO DEDUCTIONS	(1,696,085)	(1,425,018)	(1,391,331)	(1,246,603)	(1,345,711)	(1,473,109)	(1,417,794)	(1,441,957)	(1,479,313)	(1,040,787)	(1,545,438)	(1,416,813)
ALL OTHER DEDUCTIONS	(196,719)	(327,159)	(185,925)	(660,019)	(367,926)	(359,342)	(653,948)	(450,539)	(128,192)	(3,857,473)	(216,636)	(375,229)
TOTAL DEDUCTIONS	(2,445,142)	(2,466,291)	(2,214,491)	(2,909,347)	(2,175,735)	(1,451,442)	(1,976,959)	(2,469,419)	(1,600,612)	(4,640,646)	(2,459,211)	(2,258,151)
NET PATIENT REVENUE	2,762,948	2,835,352	3,016,673	1,746,256	2,943,115	3,366,189	3,419,389	2,918,028	3,552,879	382,328	2,969,582	3,230,405
OPERATING REVENUE	57,891	235,502	37,982	348,279	290,544	32,870	25,663	593,857	24,506	(109,819)	45,176	54,715
TOTAL NET REVENUE	2,820,839	3,070,853	3,054,655	2,094,535	3,233,659	3,399,059	3,445,052	3,511,885	3,577,385	272,509	3,014,758	3,285,120
SALARIES	1,581,674	1,473,644	1,342,304	1,360,368	1,368,227	1,507,618	1,467,179	1,701,782	1,570,480	1,547,872	1,439,485	1,562,577
CONTRACT LABOR	126,992	104,248	65,014	63,313	75,566	103,034	129,312	109,152	190,843	162,115	135,779	150,490
BENEFITS	249,514	264,193	542,492	355,572	493,006	565,139	533,714	452,389	676,937	420,744	352,523	323,501
SALARIES AND BENEFITS	1,958,180	1,842,085	1,949,809	1,789,253	1,936,798	2,175,792	2,130,205	2,263,323	2,438,259	2,130,731	1,927,788	2,036,568
SUPPLIES	(58,574)	15,170	(62,369)	(39,880)	(31,750)	160,941	195,416	145,746	206,801	163,518	80,955	134,617
PROFESSIONAL FEES	171,621	185,682	162,697	179,098	183,710	196,488	174,018	190,188	194,420	183,685	186,477	229,521
PURCHASED SERVICES	239,203	239,480	207,453	220,061	245,948	231,455	262,328	253,817	252,880	274,996	259,736	276,461
UTILITIES	66,743	59,346	66,500	65,217	66,835	66,918	107,850	37,035	127,549	(15,739)	11,125	61,286
REPAIRS & MAINTENANCE	108,717	183,717	174,964	169,282	187,479	203,741	180,591	161,299	178,095	207,277	181,966	180,470
RENTS & LEASES	20,209	21,111	21,011	18,868	21,287	21,518	31,077	29,286	23,224	26,877	32,830	28,641
OTHER OPERATING EXPENSES	71,135	54,022	50,187	67,727	87,928	105,425	112,850	111,368	102,855	170,549	58,103	70,657
BAD DEBITS	218,923	467,076	668,100	(188,444)	543,794	443,413	429,221	530,691	322,236	(2,623,520)	277,318	439,183
TOTAL OPERATING EXPENSES	2,796,158	3,067,690	3,238,352	2,281,181	3,242,029	3,605,690	3,623,556	3,722,754	3,846,319	518,373	3,016,299	3,457,405
EBIDTA	24,681	3,163	(183,697)	(186,646)	(8,371)	(206,630)	(178,504)	(210,869)	(268,934)	(245,865)	(1,540)	(172,286)
INTEREST INCOME	6,904	6,699	6,382	4,760	3,729	3,600	2,324	3,698	7,378	6,892	4,502	4,026
INTEREST EXPENSE	(60,616)	(43,803)	(43,279)	(43,905)	(42,937)	(42,918)	(42,369)	(41,574)	(41,451)	(40,730)	(66,798)	(47,158)
DEPRECIATION	(325,578)	(314,517)	(325,024)	(314,864)	(323,018)	(323,870)	(313,787)	(324,894)	(315,663)	(340,737)	(332,047)	(312,734)
IGT REVENUE/EXPENSE	37,501	37,404	42,206	37,591	37,584	40,515	42,454	42,314	41,658	39,491	39,156	45,119
AD VALOREM TAXES	594,118	594,118	594,118	594,118	594,118	594,118	594,118	594,118	594,118	594,118	594,118	594,118
Misc Non OP Expense	-	-	-	-	-	-	-	-	-	-	50	-
NONOPERATING INCOME (EXPENSE)	252,330	279,903	274,403	277,700	269,476	271,446	282,740	273,663	286,040	259,033	238,881	283,370
NET INCOME (LOSS)	277,011	283,065	90,706	91,054	261,105	64,816	104,237	62,794	17,106	13,169	237,341	111,084

**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED
BALANCE SHEET
AS OF February 29, 2020**

	CURRENT YEAR	PRIOR YEAR	INC/DEC	INC/DEC %
CASH	4,004,302	5,066,822	(1,062,520)	-20.97%
ACCOUNTS RECEIVABLE	10,629,253	19,087,773	(8,458,520)	-44.31%
Medicare Allowance	(610,346)	(808,694)	198,348	-24.53%
Medicaid Allowances	(118,967)	(68,867)	(50,000)	72.60%
HMO/PPO Allowances	(1,900,068)	(2,476,028)	575,960	-23.26%
All Other Allowances	10,638	291,987	(281,349)	-96.36%
CONTRACTUALS	(2,618,643)	(3,061,602)	442,959	-14.47%
Allowance for Bad Debt	(2,890,048)	(11,655,273)	8,765,225	-75.20%
ALLOWANCES	(2,890,048)	(11,655,273)	8,765,225	-75.20%
ALLOWANCES AND CONTRACTUALS	(5,508,692)	(14,716,875)	9,208,184	-62.57%
TOTAL ACCOUNTS RECEIVABLE	5,120,561	4,370,897	749,664	17.15%
OTHER ACCOUNTS RECEIVABLE	(4,107,985)	1,695,928	(5,803,912)	-342.23%
INVENTORY	1,675,210	1,655,545	19,664	1.19%
PREPAID	1,903,788	1,598,247	305,541	19.12%
PENSION ASSET/LIABILITY	3,605,060	3,605,060	-	-
TOTAL OTHER ASSETS	3,076,073	8,554,780	(5,478,707)	-64.04%
Hospital Land	259,250	259,250	-	-
Land Improvement Hospital	251,290	251,290	-	-
Hospital Building	10,412,064	9,960,191	451,873	4.54%
Other Bldg Improvement	36,961,449	36,961,449	-	-
MME Hospital	24,190,712	23,104,768	1,085,943	4.70%
CONSTRUCTION IN PROGRESS	342,034	97,902	244,132	249.36%
FIXED ASSETS	72,416,798	70,634,850	1,781,949	2.52%
Acc Dep Land Improv	(152,243)	(136,443)	(15,800)	11.58%
Acc Dep Building	(5,466,150)	(5,296,634)	(169,516)	3.20%
Acc Dep Bldg & Lease	(11,054,798)	(9,447,174)	(1,607,624)	17.02%
Acc Dep Med Moveable	(18,982,905)	(16,907,612)	(2,075,293)	12.27%
ACCUMULATED DEPRECIATION	(35,656,096)	(31,787,863)	(3,868,233)	12.17%
TOTAL FIXED ASSETS	36,760,702	38,846,987	(2,086,285)	-5.37%
TOTAL ASSETS	48,961,638	56,839,486	(7,877,848)	-13.86%

**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED
BALANCE SHEET
AS OF February 29, 2020**

	CURRENT YEAR	PRIOR YEAR	INC/DEC	INC/DEC %
ACCOUNTS PAYABLE	874,173	509,026	365,147	71.73%
PAYROLL LIABILITIES	1,155,764	1,425,887	(270,123)	-18.94%
PENSION LIABILITY	64,405	430,000	(365,595)	-85.02%
OTHER LIABILITIES	2,412,574	3,516,853	(1,104,279)	-31.40%
AD Valorem Taxes	(8,317,652)	(1,188,236)	(7,129,416)	600.00%
CURRENT LIABILITIES	(3,810,736)	4,693,530	(8,504,265)	-181.19%
LONG-TERM DEBT	13,429,521	14,416,591	(987,071)	-6.85%
LONG TERM LIABILITIES	13,429,521	14,416,591	(987,071)	-6.85%
TOTAL LIABILITIES	9,618,785	19,110,121	(9,491,336)	-49.67%
FUND BALANCE	39,342,853	37,729,365	1,613,488	4.28%
TOTAL LIABILITIES & FUND BALANCE	48,961,638	56,839,486	(7,877,848)	-45.39%

**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED
BALANCE SHEET
AS OF February 29, 2020**

	MAR 2019	APR 2019	MAY 2019	JUN 2019	JUL 2019	AUG 2019	SEP 2019	OCT 2019	NOV 2019	DEC 2019	JAN 2020	FEB 2020
CASH	3,518,747	4,049,393	3,434,072	3,416,938	2,681,092	1,744,447	3,144,753	4,592,255	5,681,548	4,901,688	3,808,418	4,004,302
ACCOUNTS RECEIVABLE	19,171,078	19,158,421	19,179,864	18,260,301	17,999,412	18,451,357	19,334,424	19,366,065	19,682,815	9,283,578	10,047,428	10,629,253
Medicare Allowance	(796,538)	(807,463)	(821,133)	(849,878)	(677,366)	(750,998)	(924,789)	(768,949)	(795,654)	(440,867)	(574,001)	(610,346)
Medicaid Allowances	(84,552)	(92,041)	(82,475)	(67,765)	(56,748)	(78,837)	(52,100)	(68,565)	(119,883)	(142,810)	(129,952)	(118,867)
HMO/PRO Allowances	(2,522,992)	(2,387,099)	(2,167,348)	(2,063,149)	(2,036,350)	(2,333,112)	(2,535,274)	(2,661,660)	(2,900,346)	(1,771,960)	(1,895,759)	(1,900,068)
All Other Allowances	249,443	214,172	182,408	49,915	12,480	24,630	16,693	50,583	47,224	(3,626)	(2,629)	10,638
CONTRACTUALS	(3,154,639)	(3,072,431)	(2,888,548)	(2,930,877)	(2,757,984)	(3,138,317)	(3,495,470)	(3,448,591)	(3,768,659)	(2,359,283)	(2,602,341)	(2,618,643)
Allowance for Bad Debt	(11,659,254)	(11,682,653)	(11,942,225)	(11,465,313)	(11,436,034)	(11,374,967)	(11,481,089)	(11,552,811)	(11,303,595)	(2,471,704)	(2,592,810)	(2,890,048)
ALLOWANCES	(11,659,254)	(11,682,653)	(11,942,225)	(11,465,313)	(11,436,034)	(11,374,967)	(11,481,089)	(11,552,811)	(11,303,595)	(2,471,704)	(2,592,810)	(2,890,048)
ALLOWANCES AND CONTRACTUALS	(14,813,893)	(14,755,084)	(14,830,773)	(14,396,190)	(14,194,018)	(14,513,288)	(14,976,559)	(15,001,402)	(15,072,254)	(4,830,967)	(5,195,151)	(5,508,692)
TOTAL ACCOUNTS RECEIVABLE	4,357,184	4,403,338	4,349,091	3,864,112	3,805,394	3,938,073	4,357,865	4,364,663	4,610,561	4,452,611	4,852,276	5,120,561
OTHER ACCOUNTS RECEIVABLE	1,615,035	1,521,454	2,242,117	2,357,075	1,587,633	1,894,027	1,059,965	(814,354)	(2,384,329)	(2,120,864)	(3,279,714)	(4,107,985)
INVENTORY	1,658,428	1,662,098	1,650,538	1,649,987	1,652,624	1,661,528	1,648,119	1,645,757	1,617,944	1,661,870	1,671,545	1,675,210
PREPAID	1,655,366	1,425,359	1,242,123	1,194,190	2,263,370	2,087,920	2,727,361	2,461,257	2,504,818	2,217,269	2,074,723	1,903,788
PENSION ASSET/LIABILITY	3,605,060	3,605,060	3,605,060	3,605,060	3,605,060	3,605,060	3,605,060	3,605,060	3,605,060	3,605,060	3,605,060	3,605,060
TOTAL OTHER ASSETS	8,533,890	8,213,971	8,739,838	8,806,311	9,108,687	9,248,535	9,040,505	6,897,719	5,343,493	5,353,335	4,071,614	3,076,073
Hospital Land	259,250	259,250	259,250	259,250	259,250	259,250	259,250	259,250	259,250	259,250	259,250	259,250
Land Improvement Hospital	251,290	251,290	251,290	251,290	251,290	251,290	251,290	251,290	251,290	251,290	251,290	251,290
Hospital Building	9,960,191	9,960,191	9,960,191	9,960,191	9,960,191	9,960,191	9,960,191	9,960,191	9,960,191	10,412,064	10,412,064	10,412,064
Other Bldg Improvement	36,961,449	36,961,449	36,961,449	36,961,449	36,961,449	36,961,449	36,961,449	36,961,449	36,961,449	36,961,449	36,961,449	36,961,449
MIME Hospital	23,202,670	23,223,837	23,223,837	23,233,637	23,263,974	23,366,249	23,451,521	23,549,770	23,600,136	24,029,591	24,101,753	24,190,712
CONSTRUCTION IN PROGRESS	-	-	-	155,529	403,044	403,044	493,958	623,433	623,433	209,282	220,162	342,034
FIXED ASSETS	70,634,850	70,656,017	70,656,017	70,821,346	71,099,198	71,201,473	71,377,659	71,605,383	71,655,749	72,122,927	72,205,969	72,416,798
Acc Dep Land Improv	(137,781)	(139,076)	(140,414)	(141,709)	(143,048)	(144,386)	(145,681)	(147,019)	(148,314)	(149,653)	(150,991)	(152,243)
Acc Dep Building	(5,310,800)	(5,324,510)	(5,338,677)	(5,352,386)	(5,366,533)	(5,380,720)	(5,394,430)	(5,408,596)	(5,422,306)	(5,436,875)	(5,452,000)	(5,466,150)
Acc Dep Bldg & Lease	(9,583,350)	(9,715,133)	(9,851,309)	(9,983,092)	(10,119,268)	(10,255,444)	(10,387,227)	(10,523,403)	(10,655,186)	(10,791,361)	(10,927,470)	(11,054,798)
Acc Dep Med Movable	(17,081,509)	(17,249,238)	(17,422,581)	(17,590,657)	(17,761,994)	(17,934,184)	(18,101,182)	(18,274,395)	(18,443,270)	(18,633,427)	(18,812,900)	(18,982,905)
ACCUMULATED DEPRECIATION	(32,113,441)	(32,427,957)	(32,752,982)	(33,067,846)	(33,390,863)	(33,714,733)	(34,028,520)	(34,353,414)	(34,669,077)	(35,011,315)	(35,343,362)	(35,656,096)
TOTAL FIXED ASSETS	38,521,409	38,228,059	37,903,035	37,753,501	37,708,334	37,486,739	37,349,138	37,251,969	36,986,672	37,111,612	36,862,607	36,760,702
TOTAL ASSETS	54,931,231	54,894,761	54,426,036	53,840,862	53,303,507	52,417,794	53,892,261	53,106,607	52,622,274	51,829,245	49,594,915	48,961,638

**SCURRY COUNTY HOSPITAL DISTRICT CONSOLIDATED
BALANCE SHEET
AS OF February 29, 2020**

	MAR 2019	APR 2019	MAY 2019	JUN 2019	JUL 2019	AUG 2019	SEP 2019	OCT 2019	NOV 2019	DEC 2019	JAN 2020	FEB 2020
ACCOUNTS PAYABLE	370,596	499,198	318,187	540,821	508,421	591,654	655,005	615,884	691,837	689,889	670,511	874,173
PAYROLL LIABILITIES	1,247,187	1,330,515	1,534,793	1,468,861	1,378,622	1,165,085	1,754,927	1,365,341	1,305,246	1,249,368	1,519,363	1,155,764
PENSION LIABILITY	50,669	156,287	212,537	292,125	335,037	95,834	143,469	302,165	353,598	367,539	81,297	64,405
OTHER LIABILITIES	2,636,784	2,608,502	2,578,421	2,274,371	2,163,947	2,191,301	3,672,777	3,702,847	3,742,695	3,622,657	2,083,324	2,412,574
AD Valorem Taxes	(1,782,354)	(2,376,472)	(2,970,590)	(3,564,708)	(4,158,826)	(4,752,944)	(5,347,062)	(5,941,180)	(6,535,298)	(7,129,416)	(7,723,534)	(8,317,652)
CURRENT LIABILITIES	2,522,882	2,218,030	1,673,348	1,011,470	227,201	(709,070)	879,115	45,058	(441,921)	(1,199,964)	(3,369,038)	(3,810,736)
LONG-TERM DEBT	14,401,973	14,387,290	14,372,541	14,358,190	14,343,999	14,329,741	14,111,787	14,097,395	14,082,936	14,034,781	13,732,185	13,429,521
LONG TERM LIABILITIES	14,401,973	14,387,290	14,372,541	14,358,190	14,343,999	14,329,741	14,111,787	14,097,395	14,082,936	14,034,781	13,732,185	13,429,521
TOTAL LIABILITIES	16,924,855	16,605,320	16,045,889	15,369,660	14,571,200	13,620,672	14,990,902	14,142,453	13,641,014	12,834,817	10,363,147	9,618,785
FUND BALANCE	38,006,376	38,289,441	38,380,147	38,471,201	38,733,307	38,797,122	38,901,359	38,964,153	38,981,259	38,994,428	39,231,769	39,342,853
TOTAL LIABILITIES & FUND BALANCE	54,931,231	54,894,761	54,426,036	53,840,862	53,303,507	52,417,794	53,892,261	53,106,607	52,622,274	51,829,245	49,594,915	48,961,638

CMH AR AGING GOAL WORKSHEET

Facility : Cogdell Memorial Hospital

Date : February-20

Financial Class	Target 0-60 as percent of total financial class AR	Financial Class Total AR S's	F C 0-30 S's	F C 0-30 %	F C 31-60 S's	F C 31-60 %	F C 0-60 S's	F C 0-60 %	Target 0-60 S's	Opportunity S's	Target vs Actual Variance %
Medicare	95%	1,191,535.45	447,052.50	38%	405,542.27	34%	852,594.77	72%	1,131,958.68	279,363.91	23%
Medicare SWB	95%	136,659.65	11,287.77	0%	20,311.09	0%	0.00	0%	0.00	0.00	95%
Medical	95%	134,792.43	9,760.50	8%	37,129.93	15%	31,598.86	23%	129,826.67	98,227.81	72%
Worker Comp	75%	715,056.83	231,768.06	7%	175,125.30	28%	46,890.43	35%	101,094.32	54,203.89	40%
Commercial	85%	33,422.54	3,366.94	32%	3,205.43	24%	6,572.37	57%	607,798.31	200,904.95	28%
Champus/Tricare	85%			10%		10%		20%	28,409.16	21,836.79	65%
Blue Cross											
Other/Employee											
Insurance	85%	147,403.64	50,364.80	34%	72,511.88	49%	122,876.68	83%	125,293.09	2,416.41	2%
State/Federal Prog	85%	245,410.47	37,027.60	15%	39,329.70	16%	76,357.30	31%	208,598.90	132,241.60	54%
BC	95%	568,499.73	163,263.60	29%	214,926.05	38%	378,189.65	67%	540,074.74	161,885.09	28%
Medical Repl.	85%	437,239.63	178,129.89	41%	66,852.18	15%	244,982.07	56%	371,653.69	126,671.62	29%
Medicare Repl.	85%	681,606.58	307,534.98	45%	210,863.61	31%	518,398.59	76%	579,365.59	60,967.00	9%
Industrial	100%	9,136.80	3,247.40	36%	524.20	6%	3,771.60	41%	9,136.80	5,365.20	59%
Private Pay	40%	2,455,515.81	328,629.54	13%	645,833.81	26%	974,463.35	40%	982,206.32	7,742.97	0%
Medical/Pending	70%			0%		0%	0.00	0%	0.00	0.00	70%
Charity/Indigent		11,244.82	945.57	8%	2,337.41	21%	3,282.98	29%	4,815,416.27	1,148,544.26	
		6,767,524.38	1,772,379.15		1,894,492.86		3,666,872.01				

CFC AR AGING GOAL WORKSHEET

Facility : CFC

Date : February-20

Financial Class	Target 0-60 as percent of total financial class AR	Financial Class Total AR S's	F C 0-30 S's	F C 0-30 %	F C 31-60 S's	F C 31-60 %	F C 0-60 S's	F C 0-60 %	Target 0-60 S's	Opportunity S's	Target vs Actual Variance %
Medicare	95%	50,053.41	42,228.83	84%	3,461.17	7%	45,690.00	91%	47,550.74	1,860.74	4%
Medicare SWB	95%	14,985.40	4,883.68	0%	5,301.40	0%	0.00	0%	0.00	0.00	95%
Medicaid	95%	2,686.00	585.00	33%	935.00	35%	10,185.08	68%	14,236.13	4,051.05	27%
Worker Comp	75%	66,609.28	30,844.55	22%	19,183.77	35%	1,520.00	57%	2,014.50	494.50	18%
Commercial	85%	2,042.30	740.00	46%	686.90	29%	50,028.32	75%	56,617.89	6,589.57	10%
Champus/Tricare	85%			36%		34%	1,426.90	70%	1,735.96	309.06	15%
Blue Cross											
Other/Employee											
Insurance	85%	17,432.65	8,534.38	49%	5,126.61	29%	13,660.99	78%	14,817.75	1,156.76	7%
State/Federal Prog	85%	11,200.83	4,397.00	39%	3,442.03	31%	7,839.03	70%	9,520.71	1,681.68	15%
BC	95%	32,906.37	17,420.44	53%	8,518.30	26%	25,938.74	79%	31,261.05	5,322.31	16%
Medicaid Repl.	85%	58,463.31	43,937.62	75%	6,064.22	10%	50,001.84	86%	49,693.81	(308.03)	-1%
Medicare Repl.	85%	21,401.00	13,748.00	64%	5,155.00	24%	18,903.00	88%	18,190.85	(712.15)	-3%
Industrial	100%			0%		0%	0.00	0%	0.00	0.00	100%
Private Pay	40%	172,912.98	14,080.53	8%	54,349.78	31%	68,430.31	40%	69,165.19	734.88	0%
Medicaid Pending	70%			0%		0%	0.00	0%	0.00	0.00	70%
Charity/Indigent		1,367.19	160.72	12%	722.87	53%	883.59	65%	0.00	(883.59)	
		452,060.72	181,560.75		112,947.05		294,507.80		314,804.58	20,296.78	

ORTHOPEDIC AR AGING GOAL WORKSHEET

Facility : ORTHOPEDIC

Date : February-20

Financial Class	Target 0-60 as percent of total financial class AR	Financial Class Total AR \$'s	F C 0-30 \$'s	F C 0-30 %	F C 31-60 \$'s	F C 31-60 %	F C 0-60 \$'s	F C 0-60 %	Target 0-60 \$'s	Opportunity \$'s	Target vs Actual Variance %
Medicare	95%	8,547.95	7,588.00	89%	959.95	11%	8,547.95	100%	8,120.55	(427.40)	-5%
Medicare SWB	95%	554.65	0.00	0%	424.09	0%	0.00	0%	0.00	0.00	95%
Medicaid	95%	5,024.00	935.00	19%	4,089.00	76%	424.09	76%	526.92	102.83	19%
Worker Comp	75%	24,826.20	3,761.08	15%	6,087.03	25%	5,024.00	100%	3,768.00	(1,256.00)	-25%
Commercial	85%	701.86	0.00	0%	383.00	55%	9,848.11	40%	21,102.27	11,254.16	45%
Champus/Tricare	85%						383.00	55%	596.58	213.58	30%
Blue Cross											
Other/Employee											
Insurance	85%	5,288.00	5,133.00	97%		0%	5,133.00	97%	4,494.80	(638.20)	-12%
Stater/Federal Prog	85%	1,129.54	903.54	80%	25.00	2%	928.54	82%	960.11	31.57	3%
BC	95%	4,293.73	175.00	4%	1,160.73	27%	1,335.73	31%	4,079.04	2,743.31	64%
Medicaid Repl.	85%	1,184.00	75.00	6%		0%	75.00	6%	1,006.40	931.40	79%
Medicare Repl.	85%	8,658.67	1,474.00	17%	3,306.01	38%	4,780.01	55%	7,359.87	2,579.86	30%
Industrial	100%			0%		0%	0.00	0%	0.00	0.00	100%
Private Pay	40%	31,654.96	2,471.67	8%	6,022.99	19%	8,494.66	27%	12,661.98	4,167.32	13%
Charity/Indigent	70%	332.32	21.29	0%	44.77	0%	0.00	0%	0.00	0.00	70%
		92,195.88	22,537.58	6%	22,502.57	13%	45,040.15	20%	64,676.53	19,636.38	

PHYSICIANS AR AGING GOAL WORKSHEET

Facility : CPS

Date : February-20

Financial Class	Target 0-60 as percent of total financial class AR	Financial Class Total AR S's	F C 0-30 S's	F C 0-30 %	F C 31-60 S's	F C 31-60 %	F C 0-60 S's	F C 0-60 %	Target 0-60 S's	Opportunity S's	Target vs Actual Variance %
Medicare	95%	24,445.73	990.00	4%	7,273.00	30%	8,263.00	34%	23,223.44	14,960.44	61%
Medicare SWB	95%			0%		0%	0.00	0%	0.00	0.00	95%
Medicald	95%	2,731.20	47.87	2%	163.83	6%	211.70	8%	2,594.64	2,382.94	87%
Worker Comp	75%			0%		0%	0.00	0%	0.00	0.00	75%
Commercial	85%	14,698.20	(85.00)	-1%	6,884.16	47%	6,779.16	46%	12,493.47	5,714.31	39%
Champus/Tricare	85%	100.00	0.00	0%	100.00	100%	100.00	100%	85.00	(15.00)	-15%
Blue Cross											
Other/Employees											
Insurance	85%	6,872.00	0.00	0%	175.00	3%	175.00	3%	5,841.20	5,666.20	82%
State/Federal Prog	85%	1,724.00	0.00	0%	427.00	25%	427.00	25%	1,465.40	1,038.40	60%
BC	95%	7,470.90	2,473.00	33%	2,520.77	34%	4,993.77	67%	7,097.36	2,103.59	28%
Medicald Repl.	85%	23,802.46	1,953.00	8%	4,542.00	19%	6,495.00	27%	20,232.09	13,737.09	58%
Medicare Repl.	85%	8,978.09	817.00	9%	330.00	4%	1,147.00	13%	7,631.38	6,484.38	72%
Industrial	100%			0%		0%	0.00	0%	0.00	0.00	100%
Private Pay	40%	13,339.76	(78.56)	-1%	4,853.55	36%	4,774.99	36%	5,335.90	560.91	4%
Medicald Pending	70%			0%		0%	0.00	0%	0.00	0.00	70%
Charity/Indigent		39.89	0.00	0%	39.89	100%	39.89	100%	0.00	(39.89)	
		104,202.23	6,117.31		27,289.20		33,406.51		85,999.88	52,593.37	