



PUBLIC NOTICE
Finance and Management Committee
Wednesday, April 24, 2013

7:30 a.m.

Location: Alameda Hospital (Dal Cielo Conference Room)
2070 Clinton Avenue, Alameda, CA 94501
Office of the Clerk: (510) 814-4001

Members of the public who wish to comment on agenda items will be given an opportunity before or during the consideration of each agenda item. Those wishing to comment must complete a speaker card indicating the agenda item that they wish to address.

This is being noticed as a Board Meeting as a quorum of Directors may be present. Ex-officio members and non-committee members cannot vote on any item, whether or not a quorum of the Board is present.

- I. Call To Order Robert Deutsch, MD
- II. Action Items
 - A. Acceptance of March 27, 2013 Minutes [enclosure] Robert Deutsch, MD
 - B. Recommendation to Appoint Committee Member to Finance and Management Committee for 2013 [enclosure] Robert Deutsch, MD
 - C. Recommendation to Accept February 2013 Unaudited Financial Statements [enclosure] Kerry Easthope
- III. Chief Financial Officer Report Kerry Easthope
 - A. FY13-14 Budget Update
 - B. Revenue Cycle Update
 - C. Financial Impact of Incremental Volume
- IV. Chief Executive Officer Report Deborah E. Stebbins
- V. Board / Committee / Staff Comments
- VI. Adjournment

NEXT MEETING SCHEDULED: MAY 29, 2013



Finance and Management Committee Minutes

March 27, 2013

Members Present: (Voting)	Elliott Gorelick Robert Deutsch, MD	Ed Kofman Emmons Collins, MD	
Management Present:	Deborah E. Stebbins Kerry J. Easthope	Karen Taylor Katy Silverman	
Ex Officio/Guests:			
Absent:	Ann Evans William Sellman, MD	Mary Bond, RN Brian Jung	Richard Espinoza
Submitted by:	Kristen Thorson		

TOPIC	DISCUSSION	ACTION FOLLOW-UP
I. Call to Order	Director Gorelick called the meeting to order at 7:36 a.m. Director Gorelick welcomed guest Lynn Bratchett as a guest and potential member of the committee.	
II. Action Items	A. Acceptance of the February 27, 2013 Minutes	Dr. Collins made a motion to approve the February 27, 2013 minutes. Mr. Kofman seconded the motion. The motion carried.
	B. Recommendation to Accept the February 2013 Unaudited Financial Statements Mr. Easthope reviewed a PowerPoint Presentation on the February Financial Statements that corresponded with the Financial Statements included in the meeting packet. He noted the following key areas: <ul style="list-style-type: none"> • February Performance Overview • Key Volume Indicators • Case Mix Comparison • Statement of Revenues and Expenses • Profit and Loss (P&L) Statements for Waters Edge, Wound Care, Ortho • Gross and Net Revenue • Total Operating Expenses 	Mr. Kofman made a motion to recommend to the Board of Director acceptance of the February 2013 Unaudited Financial Statements. Dr. Collins seconded the motion. The motion carried.

		<ul style="list-style-type: none"> • Balance Sheet Summary • Balance Sheet Changes • Financial Ratios <p>For the month, there was a net operating loss of \$78,000 versus a budgeted loss of \$33,000. YTD performance is a loss of 1,100,000 versus a budgeted loss of \$339,000.</p> <p>Management stated that although volume was a record month, the hospital could have done a better managing the expenses, particularly in labor expenses. Dr. Deutsch requested that at a future meeting, Management present a plan for staffing when census increases. The Committee and management discussed opportunities to better spikes in census. Management will also bring a financial analysis on the impact of sustained incremental volume at the Hospital.</p>	
III. Chief Financial Officer Report	A.	<p>Review of FYE June 30, 2014 Draft Volume Assumptions</p> <p>Mr. Easthope referred to the FY 2014 budget volume assumptions included in the packet noting that acute, long term care, outpatient and surgical volumes to remain consistent with 2013 projections.</p>	No action taken.
	B.	<p>Revenue Cycle Update – Business Office Overpayment Review Policy</p> <p>Mr. Easthope informed the committee that a policy has been established to review overpayments. Any materials overpayment in excess of \$50,000 will be brought to the attention of the CFO to address immediately. He stated that he may lower that threshold to \$25,000 in the future. Mr. Easthope reviewed the status of the Tricare overpayment and indicated that the Hospital continues to work with Tricare on a repayment options.</p>	No action taken.
IV. Chief Executive Officer Report	A.	<p>State Legislative Update</p> <p>Ms. Stebbins provided an overview of recent legislation, AB900 and AB975, affecting hospitals. AB900 is supported by CHA and would reverse the cuts to D/P SNF rates implemented by AB97. AB975, co-sponsored by Assemblymember Rob Bonta, would require all non-profit hospitals to provide 5% of net revenue in charity care. For Alameda Hospital, that 5% would equate to \$2-\$3.5 M per year. This fiscal year the Hospital is on track to provide</p>	No action taken.

	approximately \$1.5 M in charity care. CHA has opposed AB975.	
V. Board / Committee / Staff Comments	No comments.	
VI. Adjournment	Being no further business, the meeting was adjourned at 8:55 a.m.	

DRAFT



Date: April 24, 2013
To: Finance and Management Committee
From: Elliott Gorelick, Chair – Finance and Management Committee
Subject: Recommendation to Appoint Committee Member to Finance and Management Committee for 2013

RECOMMENDATION:

I am proposing that the Lynn Bratchett, RN be recommended for appointment to the Finance and Management Committee by the Board of Directors for 2013.

BACKGROUND:

In February and March 2013 the Finance and Management Committee re-appointed the current committee membership as outlined below. At the time of the appointment, there was one at-large position open on the committee. Since then Lynn Bratchett, RN, BSN, MBA, a recent District Board applicant, expressed interest in participating on the committee and is being recommended to be appointed at this time.

	Name
Medical Staff Representative	William Sellman, MD
Medical Staff Representative	Emmons Collins, MD
At Large Representative	Ann Evans
At Large Representative	Ed Kofman

THE CITY OF ALAMEDA HEALTH CARE DISTRICT

ALAMEDA HOSPITAL

UNAUDITED FINANCIAL STATEMENTS

FOR THE PERIOD ENDING MARCH 31, 2013

**CITY OF ALAMEDA HEALTH CARE DISTRICT
ALAMEDA HOSPITAL
MARCH 31, 2013**

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ALAMEDA HOSPITAL MANAGEMENT DISCUSSION AND ANALYSIS MARCH, 2013

The management of Alameda Hospital (the "Hospital") has prepared this discussion and analysis in order to provide an overview of the Hospital's performance for the period ending March 31, 2013 in accordance with the Governmental Accounting Standards Board Statement No. 34, *Basic Financials Statements; Management's Discussion and Analysis for State and Local Governments*. The intent of this document is to provide additional information on the Hospital's financial performance as a whole.

Highlights

Overall for the month of March, the hospital experienced a combined negative net operating loss of \$219,000 against a budgeted gain of \$204,000. Year to date the hospital shows a loss of \$1.35 million compared to a budgeted loss of \$135,000. Waters Edge remains steady with a positive net contribution of \$388,000 and a year to date contribution of just over \$2.4 million. Wound Care had another busy month in March as the number of visits has increased. The program's net contribution however fell below budget by \$4,000 in March but is still \$13,000 better than budget year to date.

March discharges were 291, which is 10 or 3.6% above budget, and total patient days were 6,269 or 238 (3.9)% greater than budget. The acute ALOS dropped back down to 4.05 in the month, consistent with year to date average. Total patient days for inpatient acute services were up 4.5%; subacute days were down 3.7%, skilled nursing days were up at South Shore by 6.6% and Waters Edge were up by 5.6%.

Overall outpatient activity was mixed again this month. Outpatient registrations were down only 1.8% and emergency room visits were 43 or 3.0% above budget. Outpatient surgeries were below budget for the month by 23 or 15.8%, which is a little stronger than the trend year-to-date.

The Wound Care program had 432 visits in March compared to a budget of 250, or 72.8% above budget. In March there were 107 HBO treatments compared to 95 in February. The budget number of wound care visits does increase from 250 to 300 visits in April.

Total gross and net revenue in March was generally in line with activity. The overall inpatient component was above budget by 4.6% and outpatient was below budget 4.5%.

The overall Case Mix Index (CMI) in March was 1.3048; lower than last month at 1.3611 and below the FY 2013 year-to-date of 1.3436.

However, offsetting the increase in acute volume and revenues, total expenses were almost \$7.2 million in March, \$207,000 or 2.9% above budget and very consistent with the year to date trend.

Temporary agency fees, professional fees, supplies, purchased services and rents were over budget while other categories were close to or just under budget. These variances will be discussed in more detail later in the narrative. As previously discussed, the FY2013 temporary agency budget was understated by about \$40,000 per month.

Cash and cash equivalents were at \$3.2 million at the end of March, lower than prior month due to timing of payrolls and vendor payment distributions. Cash collections in March were again almost \$6 million. Net accounts receivable increased by over \$700,000 to \$12.2 million.

Accounts payable and other accrued expenses increased over \$400,000 from \$10.9 million to just over \$11.3 million.

Lastly, the current ratio dropped slightly to .92 below the required 1.0 of our bank covenants. Net Assets have dropped slightly to approximately \$5.8 million.

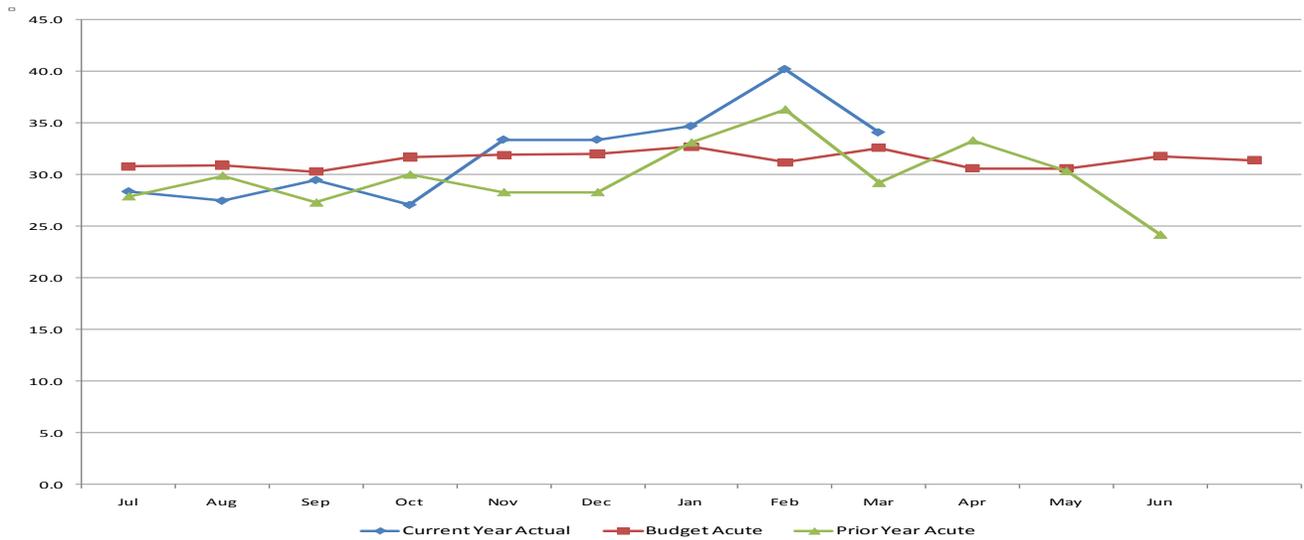
ACTIVITY

ACUTE, SUBACUTE AND SNF SERVICES

Overall, patient days were 3.9% above budget for the month and also above March of last year. This month's acute days were above budget by 4.5%, Subacute was down 3.7%, South Shore was up 6.6% and Waters Edge was up 5.6%.

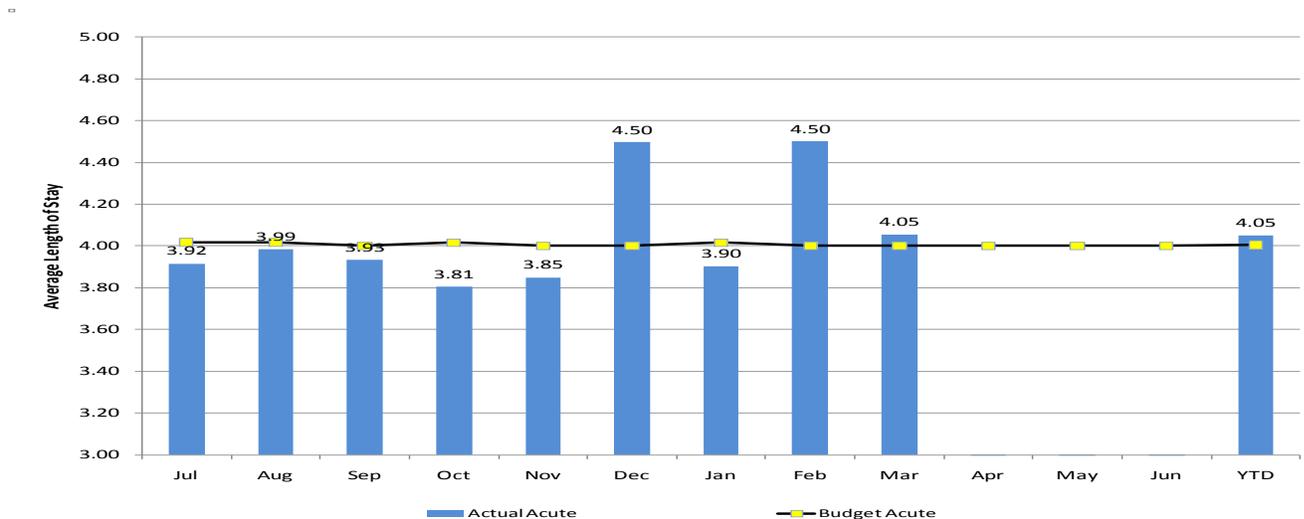
March's acute patient days were 46 days or 4.5% higher than budget for the month and 16.9% higher than March 2012. The acute care program is comprised of the Critical Care Unit (4.3 ADC, 2.9% below budget), Telemetry / Definitive Observation Unit (15.5 ADC, 32.4% above budget) and Med/Surg Unit (14.3 ADC, 13.3% below budget).

Acute Average Daily Census



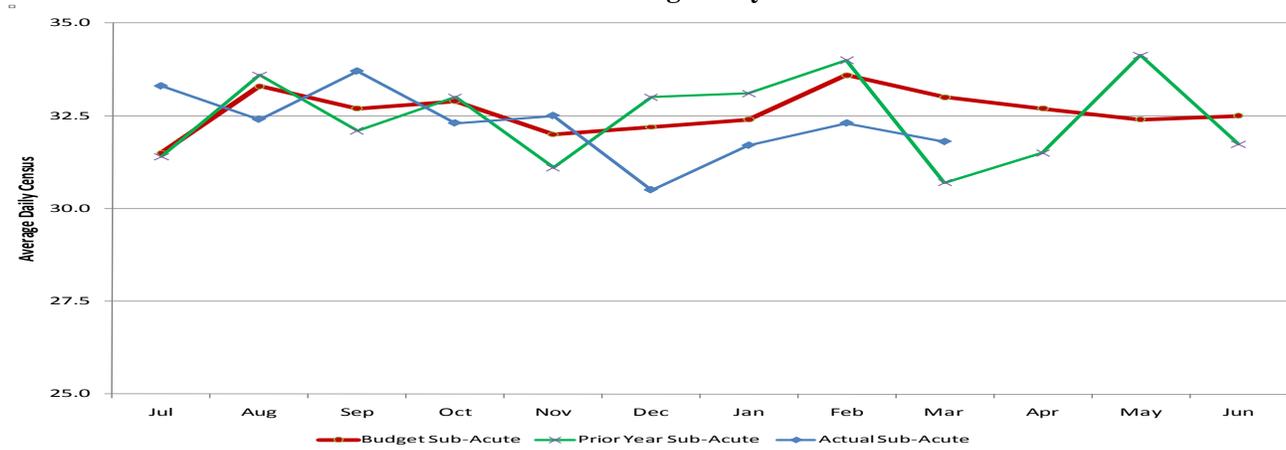
The acute Average Length of Stay (ALOS) decreased from 4.5 in February to 4.05 in March and is just above the budget of 4.00. The YTD acute ALOS for FY 2013 is also 4.05. The graph below shows the ALOS by month compared to the budget.

Acute Average Length of Stay



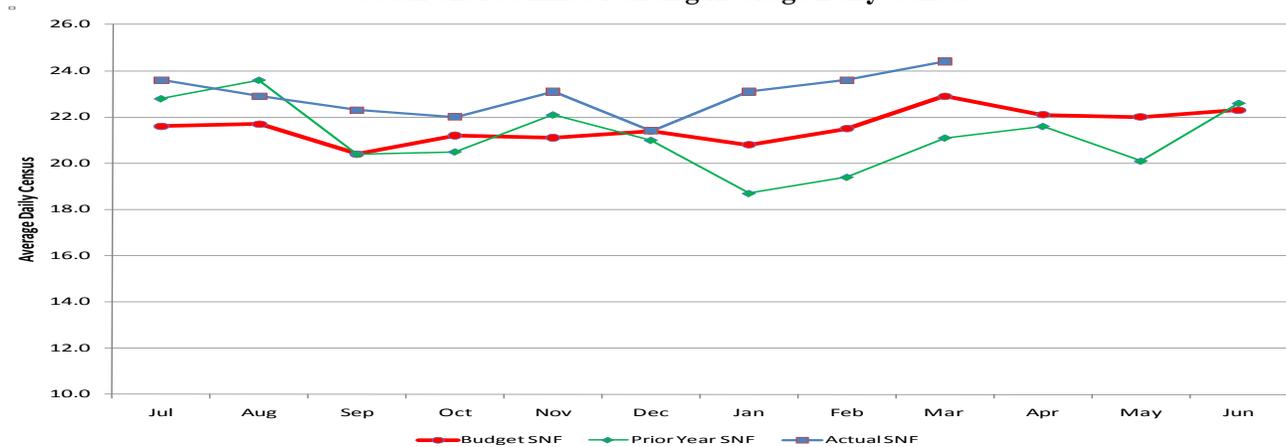
The Subacute program ADC of 31.77 was below budget by 1.23 ADC or 3.7%. The graph below shows the Subacute ADC for the current fiscal year as compared to budget and the prior year.

Subacute Average Daily Census



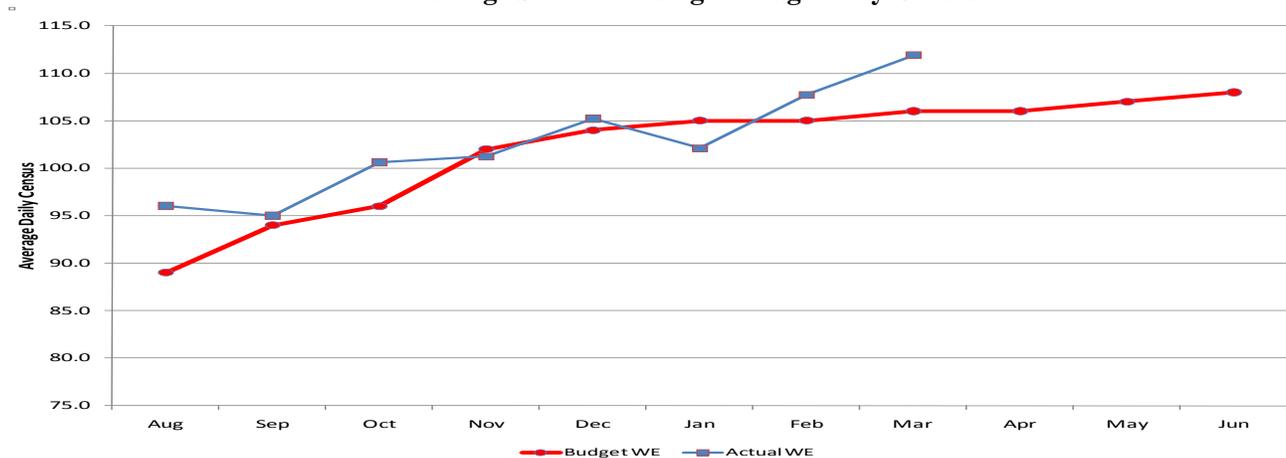
The South Shore ADC was above budget by 47 patient days (6.6%) for the month of March. The graph below shows the South Shore monthly ADC as compared to budget and the prior year. In March the number of Medicare A skilled patients was 3.96 ADC, up from 2.14 ADC in February and just below the budget of 4.35.

South Shore Skilled Nursing Average Daily Census



Waters Edge census was 111.9 ADC or 5.6% above the budget of 106 in March. The Medicare census was 17.6 ADC up from 16.3 ADC in the prior month, and above the Medicare ADC budget of 16.0.

Waters Edge Skilled Nursing Average Daily Census

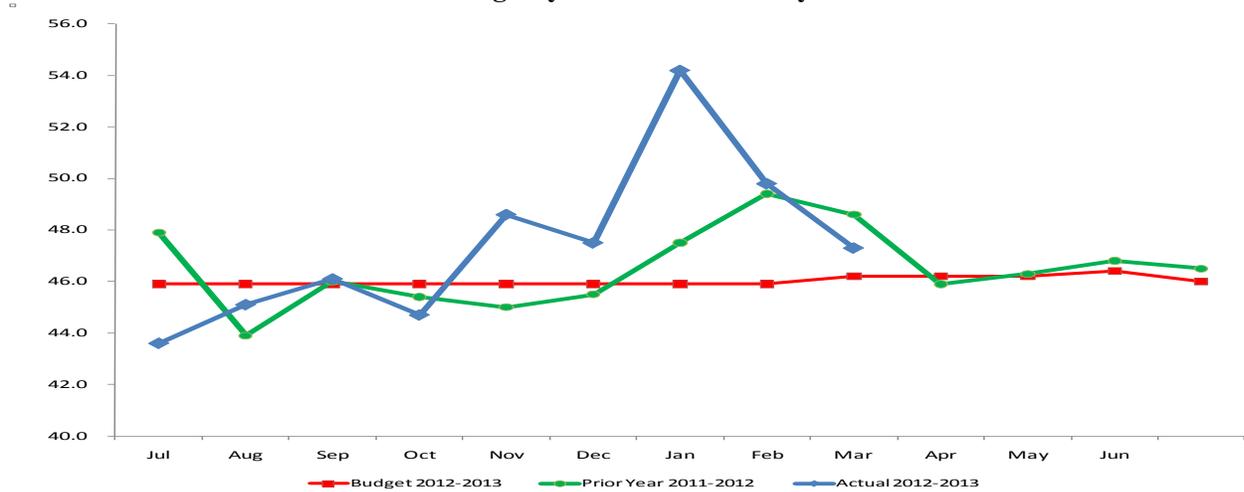


ANCILLARY SERVICES

Outpatient Services

Emergency Care Center (ECC) visits in March were 1,466, or 43 visits (3.0%) above the budget of 1,423. The inpatient admission rate from the ECC was 17.03% down from the 20.2% admit rate in February. On a per day basis, the total visits represent a decrease of 5.0% from the prior month daily average. In March, there were 294 ambulance arrivals versus 326 in the prior month. Of the 294 ambulance arrivals in the current month, 183 or 62.2% were from Alameda Fire Department (AFD).

Emergency Care Visits Per Day



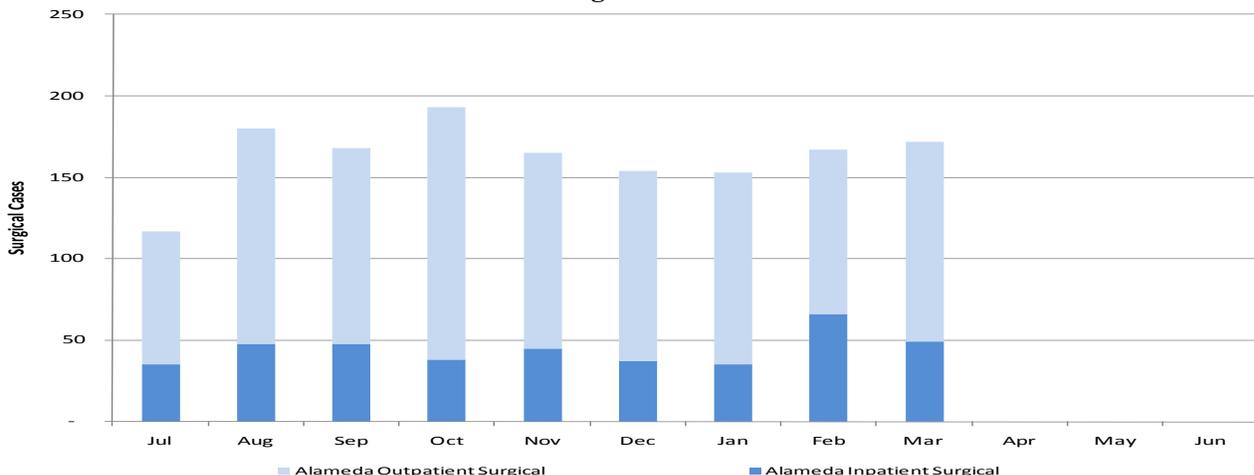
Outpatient registrations totaled 2,179 just 1.8% below budget. This month the number of patient visits were downw in Radiology (259), CT Scan (30), MRI (25) and Ultrasound (22). However, visits were up in Laboratory (144 visits), Occupational Therapy (27), Physical Therapy (37) and Wound Care (182 visits). Starting in December and going forward, the budget for Physical Therapy and Radiology Services assumes significant increases from referrals by our two new orthopedic physicians. Work is being done to help streamline the referral and registration process of orthopedic clinic patients needing follow up ancillary services at the hospital. In March there were 189 Therapy visits and 116 Imaging procedures from the new orthopedic clinic, compared to 147 and 108 respectively in February. MRI was budgeted to increase the number of service days from 2 days per week to 3 days per week and this did not begin until mid March.

In March, Wound Care again exceeded the budget of 250 with 432 visits, or 72.8% over budget. Hyperbaric Oxygen treatments accounted for 107 of those visits, compared to 95 in February.

Surgery

The total number of surgery cases in March were 172 or 14.9% below the budget of 202 and below last year's case volume of 193. Inpatient cases at 49 were below budget by 7 (12.5%) and outpatient was below budget by 23 (15.8%) at 123 cases.

Surgical Cases



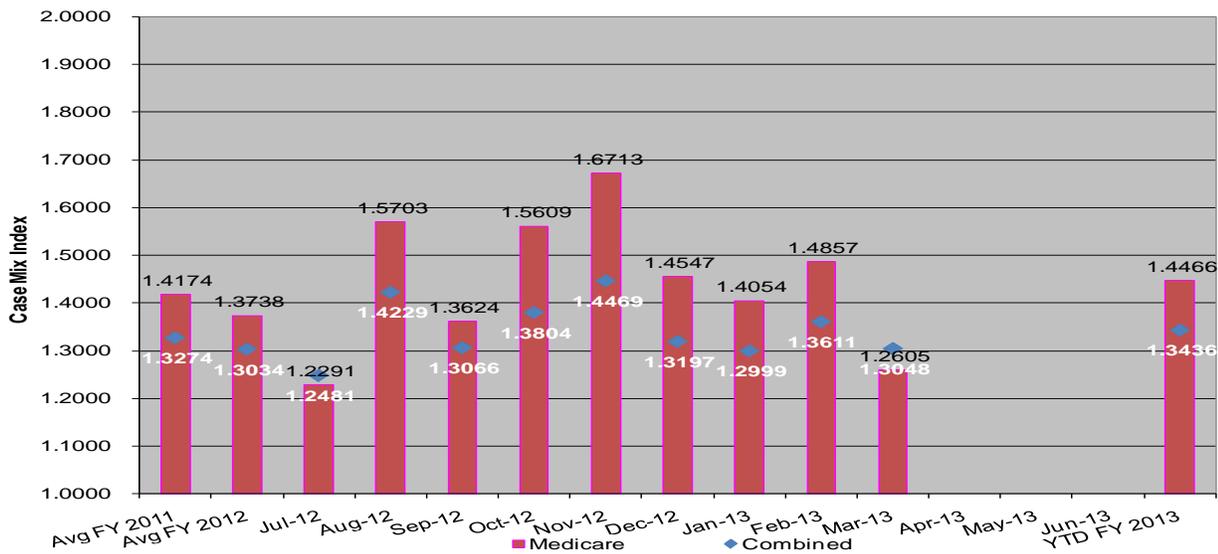
Payer Mix

The Hospital's overall payer mix compared to budget is illustrated below. This is inclusive of the Waters Edge revenue.

	<u>March Actual</u>	<u>March Budget</u>
Medicare	48.8%	46.4%
Medi-Cal	27.4%	27.1%
Managed Care	14.6%	16.1%
Other	3.2%	3.0%
Commerical	1.4%	2.9%
Self-Pay	4.6%	4.4%
Total	100.0%	100.0%

Case Mix Index

The Hospital's overall Case Mix Index (CMI) for March was 1.3048, down from the prior month of 1.3611. The Medicare CMI was 1.2605 in March, slightly below the overall CMI due to some higher weighted Medi-Cal cases. The CMI is below last month's and also below the FY 2013 YTD. The graph below shows the Medicare CMI for the Hospital during the current fiscal year as compared to the prior two years.



Revenue

Gross patient charges in March were over budget by \$502,000 or 1.8%. Inpatient gross revenues were \$885,000 above budget and outpatient gross revenues were down \$384,000. Acute inpatient days were above budget by 4.5% and acute gross revenue was up 2.1%. Inpatient ancillary service charges above budget as would be expected with higher census, in Surgery, Respiratory and Supplies.

Waters Edge gross and net revenue were above budget in March consistent with the volume. The ancillary revenue was very close to budget and the routine daily room and board revenue was above budget by 6.7%. Net revenue came in above budget due to the higher census overall and in particular for the Medicare patient activity being slightly above budget.

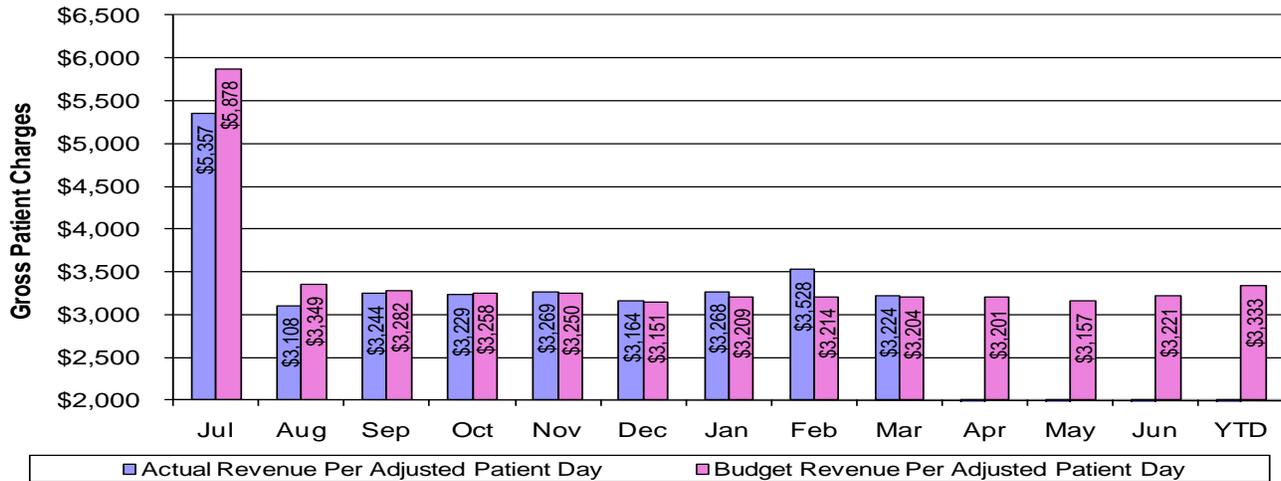
Outpatient gross revenues were lower than budget by \$384,000 (4.5%). Pharmacy, Imaging and Laboratory were below budget while the clinics (Wound Care in particular), Emergency and Surgery were above budget. The new orthopedic practice anticipated

increases in Imaging, Rehab Services and Surgery, these volumes and referral patterns are increasing. However, these areas have started a little slower than we have projected in the budget, but they are growing steadily as the year progresses.

Wound Care volume was above budget with the gross revenue exceeding budget by \$229,000 due to another busy month, resulting in Net Revenue coming in again better than budget by almost \$38,000 for the month, and \$207,000 year to date.

On an adjusted patient day basis, total patient revenue was \$3,224 above the budget of \$3,204 for the month of March. The table below shows the Hospital's monthly gross revenue per adjusted patient day by month and year-to-date for Fiscal Year 2013 compared to budget. Note the overall revenue per day dropped in August with the addition of Waters Edge days and revenue in the mix. Waters Edge provides a significant amount of days (almost double) yet these patients have primarily room and board charges and very little ancillary services compared to acute patients.

Gross Charges per Adjusted Patient



Contractual Allowances and Net Revenue

Contractual allowances are computed as deductions from gross patient revenues based on the difference between gross patient charges and the contractually agreed upon rates of reimbursement with third party government-based programs such as Medicare, Medi-Cal and other third party payers such as Blue Cross. A Net Revenue percentage of 23.8% was budgeted and 22.8% was realized. Year to date net revenue percentage is 22.9% of gross versus a budget of 23.2%. Medi-Cal reimbursement at both South Shore and Waters Edge were calculated at a per diem rate of \$316 which is consistent with budget and AB97 rate reduction.

Overall, Net Revenue was \$6.5 million, \$196,000 below the budget of \$6.7 million. Net Patient Revenue was below budget mainly due to slightly more conservative estimates for the acute care reimbursements. This will be adjusted in subsequent months as collections prove that the additional net revenue is appropriate.

Waters Edge had Net Revenues of almost \$1.3 million, \$61,000 above the budget of just over \$1.2 million. Higher than budgeted overall census as well as high Medicare A census are driving this variance. Year to date, Waters Edge Net Revenue is \$216,000 (2.5%) above budget, and consistent with patient census (2.4%) above budget.

The Wound Care program also resulted in a positive net revenue contribution of almost \$38,000 for the month. However there are additional expenses associated with providing this additional revenue.

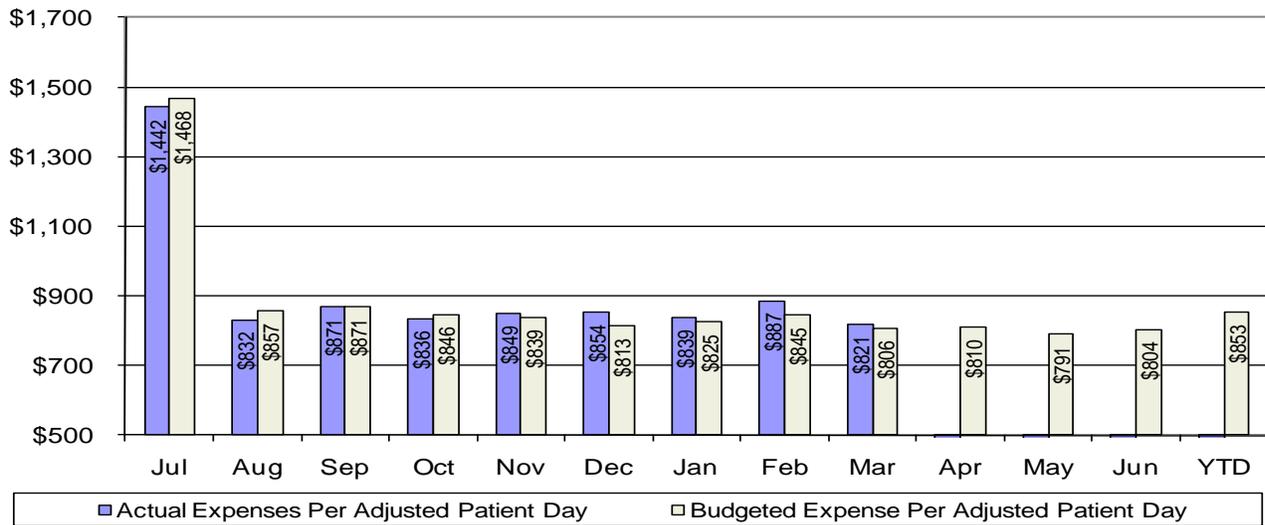
Expenses

Total Operating Expenses

Total operating expenses were \$7.2 million which was higher than the fixed budget by \$207,000 or 2.9%. Temporary agency fees, benefits, professional fees and supplies were all above budget while benefits and purchased services were under budget. All other expense categories were reasonably close to budget. As mentioned at the July meeting the temporary agency budget is understated by \$40,000 per month.

The graph below shows the actual Hospital operating expenses on an adjusted patient day basis for the fiscal year by month as compared to budget. Note that expenses per patient day were very close to budget this month and last.

Expenses per Adjusted Patient Day



The following are explanations of the significant areas of variance that were experienced in the current month.

Salary and Temporary Agency Expenses

Salary and temporary agency costs combined were unfavorable to the fixed budget by \$115,000 (3%).

While the temporary agency expenses were budgeted lower than they should have been, there are still several areas using temporary staff to replace vacant positions. The departments still utilizing temporary staff to replace budgeted vacant positions are Laboratory, Rehab Services, and Waters Edge (\$30,000). In addition again the acute inpatient volume was high in DOU (32.4% above budget) requiring more staffing including registry staffing, about \$25,000 higher than year to date average. However, overall temporary agency expense in the month was \$30,000 lower than prior month.

We did have additional salary expense in pharmacy, as we have hired and are training new pharmacists. We have also expanded the pharmacy service hours so there could be some additional salary expense in pharmacy going forward. However, this change will reduce the amount paid for our contracted after hour pharmacy service.

Benefits

Benefits were above the fixed budget by \$15,000. Year to date is also above budget by \$137,000. These numbers fluctuate from month to month as employees take non-productive time off and variations in health benefit utilization.

Professional Fees

Professional fees were over budget by \$10,000 or 2.3% mostly due to the fees associated with the Interim Director in Information Systems. These fees were unanticipated and are offset partially by savings in salaries. In addition, there were higher management fees for the Wound Care program associated with the higher volumes and revenue. Legal fees were also again higher in March as we engage legal council in various business matters.

Supplies

Supplies expense was \$62,000 over budget and year to date supply expense is \$423,000 higher than budget. Supply expense is up consistent with the higher revenue due to the census. Departments using more supplies than anticipated were Surgery, Outpatient Clinics (Wound Care and Ortho Clinic), Pharmacy, Subacute, Blood Bank, Respiratory Therapy and the nursing units. Contributing to this months variance was the purchase of chairs for 3-west and Telemetry nursing units totaling about \$9,800 and the purchase of two scopes for surgery totaling about \$10,000. Given the dollar amount of these items, they are expenses versus capitalized assets.

Purchased Services

Purchased services were \$15,000 under budget for the month of March but year to date are \$137,000 over budget. Most departments were very close to budget in March. MRI purchased service for the trailer was budgeted to increase to three days per week on January 1st, however the increase to add the third day started on March 13th, resulting in a positive budget variance. In addition, Pharmacy, Quality and Community Relations were all below budget.

Rents and Leases

Rents and lease expense was \$19,000 over budget in the month. This variance is seen in Administration (two months of Xerox lease and copier related expenses), Central Supply equipment rentals and the Orthopedic Clinic lease.

Other Operating Expense

Other operating expenses were over budget this month by just \$12,000. However, year to date other expenses are under budget by \$100,000; about half from Waters Edge and half from hospital based travel and training budget.

Balance Sheet

Total assets decreased by just over \$1 million from the prior month. The following items make up the decrease in assets:

- Total unrestricted cash and cash equivalents for March decreased by \$1.8 million and days cash on hand including restricted use funds decreased to 14.6 days cash on hand in March from the 21.0 days cash on hand in February. Patient collections in March averaged \$193,300 per day, lower than prior month. Please note there is extra cash that is being held for repayment of LTC over payments since August 2012 and the addition of Waters Edge. Year to date, this overpayment amount is estimated at \$1.8 million.
- Net patient accounts receivable was \$12.2 million, up more than \$700,000 from \$11.5 million at the end of February. This is expected to come back down in April. The increase is a combination of consecutive high gross charge months for both the acute hospital and Waters Edge that are still pending collection and the timing of receipt and posting the last medical remittance advice in the month.
- Days in outstanding receivables were 61.6 at March month end, an increase from the February number of 58.3 days. Cash collections in March were almost \$6 million compared to \$6 million in February. The holiday delays have ceased and cash collections were getting back on track. Collections per day were \$193,300 which was below the prior month due to the same dollars collected in February but in three less days.
- Inventories increased by over \$24,000 during the month during the normal course of business. This also fluctuates slightly from month to month.

Overall, total liabilities decreased by almost \$900,000 as well from prior month.

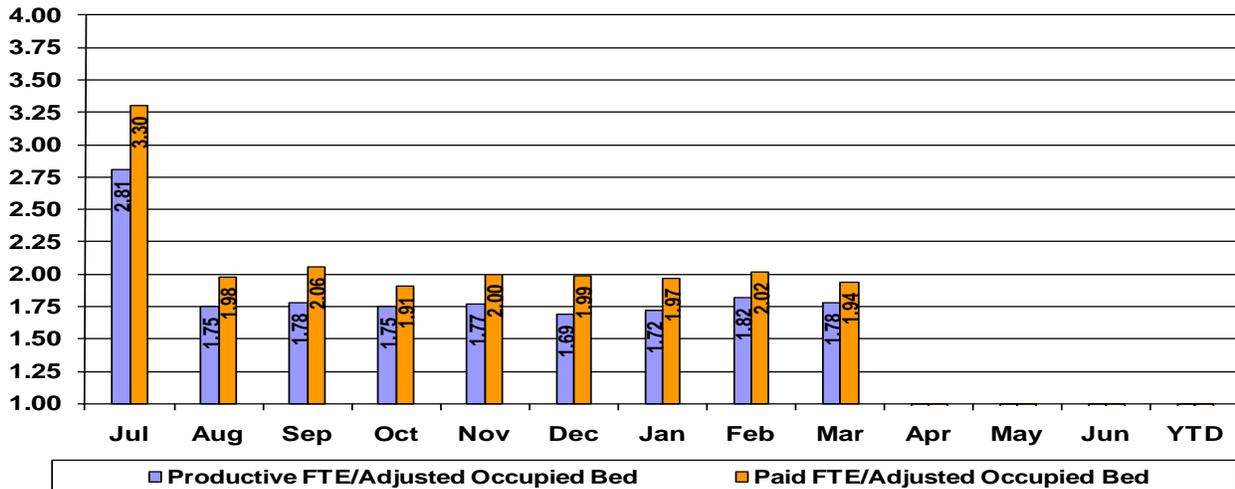
- Accounts payable increased by over \$400,000 in March to approximately \$11.3 million which equates to 157 AP Days, up from 137 days in February.

- Payroll related accruals decreased by over \$900,000 due to the timing the the pay periods in the month.
- Deferred revenues decreased by \$477,000 due to the recognition of one-twelfth of the 2012/2013 parcel tax revenues.
- Current Portion of Long Term Debt in the month of March decreased by about \$26,000 as we continue to reduce short term liability to the State that ends this year.
- Third Party Settlement increased by \$163,000 associated with recording of the Medi-Cal overpayment reserve.

Key Statistics

FTE's Per Adjusted Occupied Bed

For the month of March Productive FTE's per Adjusted Occupied Bed were 1.78, above the budget of 1.69 FTE's by 5.6%. Paid FTE's per Adjusted Occupied Bed were 1.94 or 1.0% above the budget. The graph below shows the productive and paid FTE's per Adjusted Occupied Bed for FY 2013 by month.



Current Ratio

The current ratio for March is 0.92, down slightly from .93 in February. We have met with representatives from the Bank of Alameda regarding these loan covenant ratios and other matters. We will be providing them with a loan covenant waiver request along with fiscal year end projections.

A/R days

Net days in accounts receivable (A/R) are currently at 61.6. This is up from the prior month of 58.3. Net A/R days are up as the result of lower than normal cash collections in the month. We are taking actions to help ensure that A/R balances and cash flows to remain more constant and in fact decrease to the mid 50's during the next few weeks.

Days Cash on Hand

Days cash on hand for March were 14.6, a decrease from prior month of 21.0. While cash collections have improved, cash is also needed to pay down vendor balances as the property tax proceeds will be used to subsidize operations over the course of the fiscal year as well as other capital project commitments.

The following pages include the detailed financial statements for the nine (9) months ended March 31, 2013, of Fiscal Year 2013.

**ALAMEDA HOSPITAL
KEY STATISTICS
MARCH 2013**

	<u>ACTUAL MARCH 2013</u>	<u>CURRENT FIXED BUDGET</u>	<u>VARIANCE (UNDER) OVER</u>	<u>%</u>	<u>MARCH 2012</u>	<u>YTD MARCH 2013</u>	<u>YTD FIXED BUDGET</u>	<u>VARIANCE</u>	<u>%</u>	<u>YTD MARCH 2012</u>
Discharges:										
Total Acute	261	253	8	3.2%	245	2,162	2,160	2	0.1%	2,125
Total Sub-Acute	2	5	(3)	-60.0%	5	23	22	1	4.5%	20
Total South Shore	3	10	(7)	-70.0%	10	48	77	(29)	-37.7%	79
Total Waters Edge	<u>25</u>	<u>13</u>	<u>12</u>	<u>92.3%</u>	<u>-</u>	<u>129</u>	<u>100</u>	<u>29</u>	<u>29.0%</u>	<u>-</u>
	291	281	10	3.6%	260	2,362	2,359	3	0.1%	2,224
Patient Days:										
Total Acute	1,058	1,012	46	4.5%	905	8,755	8,654	101	1.2%	8,215
Total Sub-Acute	985	1,023	(38)	-3.7%	951	8,835	8,938	(103)	-1.2%	8,887
Total South Shore	757	710	47	6.6%	653	6,280	5,865	415	7.1%	5,778
Total Waters Edge	<u>3,469</u>	<u>3,286</u>	<u>183</u>	<u>5.6%</u>	<u>-</u>	<u>24,895</u>	<u>24,320</u>	<u>575</u>	<u>2.4%</u>	<u>-</u>
	6,269	6,031	238	3.9%	2,509	48,765	47,777	988	2.1%	22,880
Average Length of Stay										
Total Acute	4.05	4.00	0.05	1.3%	3.69	4.05	4.01	0.04	1.1%	3.87
Average Daily Census										
Total Acute	34.13	32.65	1.48	4.5%	29.19	31.95	31.58	0.37	1.2%	29.98
Total Sub-Acute	31.77	33.00	(1.23)	-3.7%	30.68	32.24	32.62	(0.38)	-1.2%	32.43
Total South Shore	24.42	22.90	1.52	6.6%	21.06	22.92	21.41	1.51	7.1%	21.09
Total Waters Edge	<u>111.90</u>	<u>106.00</u>	<u>5.90</u>	<u>5.6%</u>	<u>-</u>	<u>102.45</u>	<u>100.08</u>	<u>2.37</u>	<u>2.4%</u>	<u>-</u>
	202.23	194.55	7.68	3.9%	80.94	189.57	185.69	(0.01)	0.0%	83.50
Emergency Room Visits	1,466	1,423	43	3.0%	1,504	12,987	12,577	410	3.3%	12,752
Wound Care Clinic Visits	432	250	182	72.8%	-	2,256	1,450	806	55.6%	-
Outpatient Registrations	2,179	2,220	(41)	-1.8%	1,901	17,205	18,273	(1,068)	-5.8%	16,621
Surgery Cases:										
Inpatient	49	56	(7)	-12.5%	57	406	406	-	0.0%	367
Outpatient	<u>123</u>	<u>146</u>	<u>(23)</u>	<u>-15.8%</u>	<u>136</u>	<u>1,071</u>	<u>1,405</u>	<u>(334)</u>	<u>-23.8%</u>	<u>1,322</u>
	172	202	(30)	-14.9%	193	1,477	1,811	(334)	-18.4%	1,689
Adjusted Occupied Bed (AOB)	285.06	281.25	3.80	1.4%	125.42	253.43	252.09	1.34	0.5%	122.46
Productive FTE	508.41	474.84	33.56	7.1%	353.09	461.00	452.26	8.74	1.9%	344.10
Total FTE	553.45	540.54	12.91	2.4%	397.39	521.66	516.62	5.05	1.0%	396.42
Productive FTE/Adj. Occ. Bed	1.78	1.69	0.10	5.6%	2.82	1.82	1.79	0.03	1.4%	2.81
Total FTE/ Adj. Occ. Bed	1.94	1.92	0.02	1.0%	3.17	2.06	2.05	0.01	0.4%	3.24

City of Alameda Health Care District
Statements of Financial Position
March 31, 2013

	Current Month	Prior Month	Prior Year End
Assets			
Current Assets:			
Cash and Cash Equivalents	\$ 3,218,998	\$ 4,995,909	\$ 3,327,884
Patient Accounts Receivable, net	12,208,612	11,487,583	8,835,256
Other Receivables	3,317,066	3,435,872	6,488,283
Third-Party Payer Settlement Receivables	-	-	-
Inventories	1,035,894	1,011,420	1,045,311
Prepays and Other	661,724	679,227	416,371
Total Current Assets	20,442,294	21,610,011	20,113,105
Assets Limited as to Use, net	165,718	153,386	64,183
Fixed Assets			
Land	877,945	877,945	877,945
Depreciable capital assets	44,608,450	44,558,908	43,470,520
Construction in progress	3,958,726	3,856,883	4,102,468
Depreciation	(40,319,418)	(40,246,981)	(39,670,499)
Property, Plant and Equipment, net	9,125,704	9,046,755	8,780,434
Total Assets	\$ 29,733,716	\$ 30,810,152	\$ 28,957,722
Liabilities and Net Assets			
Current Liabilities:			
Current Portion of Long Term Debt	\$ 1,001,213	\$ 1,028,051	\$ 1,724,249
Accounts Payable and Accrued Expenses	11,361,533	10,928,989	7,848,673
Payroll Related Accruals	4,987,669	5,891,902	4,307,924
Deferred Revenue	1,436,180	1,912,806	5,726,305
Employee Health Related Accruals	654,246	655,694	691,942
Third-Party Payer Settlement Payable	2,889,982	2,726,397	601,233
Total Current Liabilities	22,330,823	23,143,839	20,900,326
Long Term Debt, net	1,626,092	1,682,933	1,022,152
Total Liabilities	23,956,914	24,826,772	21,922,478
Net Assets:			
Unrestricted	5,401,083	5,619,993	6,761,061
Temporarily Restricted	375,718	363,386	274,183
Total Net Assets	5,776,801	5,983,379	7,035,244
Total Liabilities and Net Assets	\$ 29,733,716	\$ 30,810,151	\$ 28,957,722

City of Alameda Health Care District

Statements of Operations

March 31, 2013

\$'s in thousands

	Current Month					Year-to-Date				
	Actual	Budget	\$ Variance	% Variance	Prior Year	Actual	Budget	\$ Variance	% Variance	Prior Year
Patient Days	6,269	6,031	238	3.9%	2,509	48,765	47,777	988	2.1%	22,880
Discharges	291	281	10	3.6%	260	2,362	2,359	3	0.1%	2,224
ALOS (Average Length of Stay)	21.54	21.46	0.08	0.4%	9.65	20.65	20.25	0.39	1.9%	10.29
ADC (Average Daily Census)	202.2	194.5	7.68	3.9%	80.9	178.0	174.4	3.61	2.1%	83.5
CMI (Case Mix Index)	1.3048				1.4546	1.3436				1.3595
Revenues										
Gross Inpatient Revenues	\$ 20,208	\$ 19,322	\$ 886	4.6%	\$ 14,140	\$ 164,344	\$ 161,573	\$ 2,771	1.7%	\$ 131,524
Gross Outpatient Revenues	8,227	8,612	(384)	-4.5%	7,771	70,035	69,487	549	0.8%	62,526
Total Gross Revenues	28,436	27,934	502	1.8%	21,912	234,379	231,060	3,320	1.4%	194,050
Contractual Deductions	21,059	20,341	(718)	-3.5%	16,775	169,312	169,098	(214)	-0.1%	145,414
Bad Debts	792	770	(22)	-2.8%	(17)	9,567	6,405	(3,162)	-49.4%	3,365
Charity and Other Adjustments	113	186	73	39.3%	136	1,158	1,550	391	25.3%	1,505
Net Patient Revenues	6,472	6,637	(165)	-2.5%	5,017	54,343	54,008	335	0.6%	43,766
Net Patient Revenue %	22.8%	23.8%			22.9%	23.2%	23.4%			22.6%
Net Clinic Revenue	50	42	8	19.8%	51	400	375	24	6.4%	336
Other Operating Revenue	10	50	(40)	-79.8%	15	458	453	5	1.1%	239
Total Revenues	6,532	6,729	(196)	-2.9%	5,084	55,200	54,836	364	0.7%	44,341
Expenses										
Salaries	3,576	3,597	21	0.6%	2,869	30,526	30,773	247	0.8%	25,614
Temporary Agency	205	68	(136)	-199.7%	127	1,690	594	(1,096)	-184.7%	1,051
Benefits	1,124	1,108	(15)	-1.4%	927	8,846	8,709	(137)	-1.6%	7,697
Professional Fees	435	426	(10)	-2.3%	321	3,783	3,562	(221)	-6.2%	3,373
Supplies	814	751	(62)	-8.3%	740	6,973	6,550	(423)	-6.5%	5,520
Purchased Services	551	566	15	2.6%	366	4,943	4,807	(137)	-2.8%	3,471
Rents and Leases	224	205	(19)	-9.3%	148	1,813	1,760	(52)	-3.0%	847
Utilities and Telephone	85	87	2	2.7%	53	713	768	56	7.2%	589
Insurance	28	42	14	33.5%	25	332	358	26	7.3%	246
Depreciation and amortization	72	68	(4)	-6.5%	67	652	612	(40)	-6.6%	646
Other Operating Expenses	125	113	(12)	-10.7%	111	939	1,040	100	9.6%	823
Total Expenses	7,238	7,031	(207)	-2.9%	5,756	61,210	59,531	(1,678)	-2.8%	49,876
Operating gain (loss)	(706)	(302)	(403)	-133.4%	(672)	(6,010)	(4,696)	(1,314)	28.0%	(5,535)
Non-Operating Income / (Expense)										
Parcel Taxes	478	500	(22)	-4.4%	478	4,315	4,499	(184)	-4.1%	4,324
Investment Income	1	-	1	0.0%	1	9	-	9	0.0%	5
Interest Expense	(23)	(8)	(15)	-190.1%	(12)	(122)	(72)	(50)	68.6%	(138)
Other Income / (Expense)	32	15	17	110.9%	26	454	134	320	237.8%	233
Net Non-Operating Income / (Expense)	487	507	(20)	-4.0%	493	4,656	4,561	95	2.1%	4,423
Excess of Revenues Over Expenses	\$ (219)	\$ 204	\$ (423)	-207.1%	\$ (179)	\$ (1,354)	\$ (135)	\$ (1,219)	905.9%	\$ (1,112)

City of Alameda Health Care District
Statements of Operations - Per Adjusted Patient Day
 March 31, 2013

	Current Month					Year-to-Date				
	Actual	Budget	\$ Variance	% Variance	Prior Year	Actual	Budget	\$ Variance	% Variance	Prior Year
Revenues										
Gross Inpatient Revenues	\$ 2,291	\$ 2,216	\$ 75	3.4%	\$ 3,637	\$ 2,363	\$ 2,365	\$ (2)	-0.1%	\$ 3,896
Gross Outpatient Revenues	933	988	(55)	-5.6%	1,999	1,007	1,017	(10)	-1.0%	1,852
Total Gross Revenues	3,224	3,204	20	0.6%	5,636	3,370	3,382	(12)	-0.3%	5,748
Contractual Deductions	2,387	2,333	(54)	-2.3%	4,315	2,435	2,475	40	1.6%	4,308
Bad Debts	90	88	(1)	-1.6%	(4)	138	94	(44)	-46.7%	100
Charity and Other Adjustments	13	21	9	40.0%	35	17	23	6	26.6%	45
Net Patient Revenues	734	761	(27)	-3.6%	1,291	781	790	(9)	-1.1%	1,297
Net Patient Revenue %	22.8%	23.8%			22.9%	23.2%	23.4%			22.6%
Net Clinic Revenue	6	5	1	18.4%	13	6	5	0	4.6%	10
Other Operating Revenue	1	6	(5)	-80.0%	4	7	7	(0)	-0.6%	7
Total Revenues	741	772	(31)	-4.0%	1,308	794	803	(9)	-1.1%	1,314
Expenses										
Salaries	405	413	7	1.7%	738	439	450	11	2.5%	759
Temporary Agency	23	8	(15)	-196.3%	33	24	9	(16)	-179.7%	31
Benefits	127	127	(0)	-0.2%	239	121	127	7	5.2%	228
Professional Fees	49	49	(1)	-1.1%	83	54	52	(2)	-4.3%	100
Supplies	92	86	(6)	-7.0%	190	100	96	(4)	-4.6%	164
Purchased Services	62	65	2	3.8%	94	71	70	(1)	-1.0%	103
Rents and Leases	25	23	(2)	-8.0%	38	26	26	(0)	-1.2%	25
Utilities and Telephone	10	10	0	3.8%	14	10	11	1	8.9%	17
Insurance	3	5	2	34.2%	6	5	5	0	8.9%	7
Depreciation and Amortization	8	8	(0)	-5.3%	17	9	9	(0)	-4.7%	19
Other Operating Expenses	14	13	(1)	-9.5%	29	14	15	2	11.2%	24
Total Expenses	821	806	(14)	-1.7%	1,480	874	871	(2)	-0.3%	1,477
Operating Gain / (Loss)	(80)	(35)	(45)	-130.7%	(173)	(80)	(68)	(11)	16.5%	(164)
Non-Operating Income / (Expense)										
Parcel Taxes	54	57	(3)	-5.5%	123	62	66	(4)	-5.8%	128
Investment Income	0	-	0	0.0%	0	0	-	0	0.0%	0
Interest Expense	(3)	(1)	(2)	-186.7%	(3)	(2)	(1)	(1)	65.6%	(4)
Other Income / (Expense)	4	2	2	108.4%	7	7	2	5	231.8%	7
Net Non-Operating Income / (Expense)	55	58	(3)	-5.1%	127	67	67	0	0.3%	131
Excess of Revenues Over Expenses	\$ (25)	\$ 23	\$ (48)	-205.8%	\$ (46)	\$ (13)	\$ (2)	\$ (11)	639.6%	\$ (33)

Wound Care - Statement of Operations
March 31, 2013

	Current Month				Year-to-Date			
	Actual	Budget	Variance	%	Actual	Budget	Variance	%
Clinic Visits	432	250	182	72.8%	2,256	1,450	806	55.6%
Revenue								
Gross Revenue	755,316	525,980	229,336	43.6%	4,247,275	3,050,684	1,196,591	39.2%
Deductions from Revenue	<u>596,700</u>	<u>405,215</u>	<u>191,485</u>		<u>3,339,800</u>	<u>2,350,247</u>	<u>989,553</u>	
Net Revenue	<u>158,616</u>	<u>120,765</u>	<u>37,851</u>		<u>907,474</u>	<u>700,437</u>	<u>207,037</u>	
Expenses								
Salaries	18,865	15,232	(3,633)	-23.9%	120,558	135,164	14,606	10.8%
Benefits	5,395	4,311	(1,085)	-25.2%	32,669	38,252	5,583	14.6%
Professional Fees	83,502	61,379	(22,123)	-36.0%	493,697	365,596	(128,101)	-35.0%
Supplies	21,458	7,532	(13,926)	-184.9%	153,059	67,788	(85,271)	-125.8%
Purchased Services	1,386	2,083	697	33.5%	33,337	18,748	(14,589)	-77.8%
Rents and Leases	5,686	5,080	(606)	-11.9%	49,550	45,720	(3,830)	-8.4%
Depreciation	8,685	4,900	(3,785)	-77.2%	61,275	44,100	(17,175)	-38.9%
Other	3,645	5,917	2,272	38.4%	18,814	53,253	34,439	64.7%
Total Expenses	<u>148,622</u>	<u>106,434</u>	<u>(42,189)</u>	<u>-39.6%</u>	<u>962,959</u>	<u>768,621</u>	<u>(194,338)</u>	<u>-25.3%</u>
Excess of Revenue over Expenses	<u>9,994</u>	<u>14,331</u>	<u>(4,337)</u>	<u>-30.3%</u>	<u>(55,485)</u>	<u>(68,184)</u>	<u>12,699</u>	<u>-18.6%</u>

Note: Of the 379 visits, 95 were hyperbaric oxygen treatment visits.

City of Alameda Health Care District
Waters Edge Skilled Nursing - Statement of Operations
March 31, 2013

	Current Month				Year-to-Date			
	Actual	Budget	Variance	%	Actual	Budget	Variance	%
Patient Days								
Medicare	546	496	50	10.1%	2,838	2,971	(133)	-4.5%
Medi-Cal	2,686	2,418	268	11.1%	19,887	18,587	1,300	7.0%
Managed Care	53	93	(40)	-43.0%	374	973	(599)	-61.6%
Self Pay/Other	184	279	(95)	-34.1%	1,796	1,789	7	0.4%
Total	3,469	3,286	183	5.6%	24,895	24,320	575	2.4%
Revenue								
Routine Revenue	2,710,877	2,539,770	171,107	6.7%	19,445,176	19,025,924	419,252	2.2%
Ancillary Revenue	430,298	436,783	(6,485)	-1.5%	2,544,268	3,424,605	(880,337)	-25.7%
Total Gross Revenue	3,141,175	2,976,553	164,622	5.5%	21,989,444	22,450,529	(461,085)	-2.1%
Deductions from Revenue	1,853,471	1,750,213	(103,257)	-5.9%	13,010,607	13,687,686	677,079	4.9%
Net Revenue	1,287,704	1,226,340	61,365	5.0%	8,978,837	8,762,843	215,994	2.5%
Expenses								
Salaries	442,155	522,463	80,308	15.4%	3,421,350	3,956,823	535,473	13.5%
Temporary Agency	29,333	-	(29,333)	-100.0%	64,005	-	(64,005)	-100.0%
Benefits	107,702	156,739	49,037	31.3%	768,448	1,201,006	432,558	36.0%
Professional Fees	2,666	8,999	6,333	70.4%	51,531	91,992	40,461	44.0%
Supplies	67,994	98,802	30,808	31.2%	522,420	781,311	258,891	33.1%
Purchased Services	138,715	138,282	(433)	-0.3%	873,423	1,056,525	183,102	17.3%
Rents and Leases	77,339	76,552	(787)	-1.0%	616,502	612,416	(4,086)	-0.7%
Utilities	11,560	14,999	3,439	22.9%	105,263	119,991	14,728	12.3%
Insurance	2,500	12,165	9,665	79.4%	21,598	97,320	75,722	77.8%
Other	19,622	20,031	409	2.0%	118,002	164,961	46,959	28.5%
Total Expenses	899,586	1,049,032	149,446	14.2%	6,562,542	8,082,345	1,519,803	18.8%
Excess of Revenue over Expenses	388,118	177,308	210,810		2,416,295	680,498	1,735,798	

City of Alameda Health Care District
Orthopedic Clinic - Statement of Operations
March 31, 2013

	Current Month				Year-to-Date			
	Actual	Budget	Variance	%	Actual	Budget	Variance	%
Clinic Visits	227	216	11	5.1%	658	811	(153)	-18.9%
Revenue								
Gross Revenue	60,033	108,890	(48,857)	-44.9%	243,996	980,010	(736,014)	-75.1%
Deductions from Revenue	<u>42,023</u>	<u>76,223</u>	<u>(34,200)</u>		<u>166,427</u>	<u>686,007</u>	<u>(519,580)</u>	
Net Revenue	<u>18,010</u>	<u>32,667</u>	<u>(14,657)</u>		<u>77,569</u>	<u>294,003</u>	<u>(216,434)</u>	
Expenses								
Salaries	32,665	33,064	399	1.2%	183,881	214,437	30,556	14.2%
Benefits	9,342	9,357	15	0.2%	52,538	60,686	8,147	13.4%
Professional Fees	30,577	25,000	(5,577)	-22.3%	151,648	179,500	27,852	15.5%
Supplies	4,517	2,105	(2,412)	-114.6%	39,787	13,685	(26,102)	-190.7%
Purchased Services	4,901	3,895	(1,006)	-25.8%	39,340	25,315	(14,025)	-55.4%
Rents and Leases	4,660	2,632	(2,028)	-77.1%	24,483	17,104	(7,379)	-43.1%
Depreciation	-	-	-	0.0%	-	-	-	0.0%
Other	<u>1,036</u>	<u>3,263</u>	<u>2,227</u>	<u>68.3%</u>	<u>28,918</u>	<u>61,211</u>	<u>32,293</u>	<u>52.8%</u>
Total Expenses	<u>87,698</u>	<u>79,316</u>	<u>(8,382)</u>	<u>-10.6%</u>	<u>520,595</u>	<u>571,938</u>	<u>51,342</u>	<u>9.0%</u>
Excess of Revenue over Expenses	<u>(69,688)</u>	<u>(46,649)</u>	<u>(23,039)</u>	<u>-49.4%</u>	<u>(443,026)</u>	<u>(277,935)</u>	<u>(165,092)</u>	<u>-59.4%</u>
<u>Hospital Based Activity:</u>								
Inpatient Days	22	44	(22)	-50.0%	56	176	(120)	-68.2%
Inpatient Surgeries	3	10	(7)	-70.0%	9	40	(31)	-77.5%
Outpatient Surgeries	12	5	7	140.0%	35	26	9	34.6%
					-			
Therapy Referred Visits	189	400	(211)	-52.8%	504	1,600	(1,096)	-68.5%
Imaging Referred Procedures	116	234	(118)	-50.4%	417	820	(403)	-49.1%
Inpatient Gross Charges	379,993	619,000	(239,007)	-38.6%	952,599	2,476,000	(1,523,401)	-61.5%
Inpatient Net Revenue	<u>58,929</u>	<u>139,000</u>	<u>(80,071)</u>	<u>-57.6%</u>	<u>166,037</u>	<u>556,000</u>	<u>(389,963)</u>	<u>-70.1%</u>
Outpatient Gross Charges	436,032	388,330	47,702	12.3%	1,380,974	1,581,250	(200,276)	-12.7%
Outpatient Net Revenue	<u>74,125</u>	<u>87,356</u>	<u>(13,231)</u>	<u>-15.1%</u>	<u>247,078</u>	<u>353,622</u>	<u>(106,544)</u>	<u>-30.1%</u>
Total Gross Charges	<u>816,025</u>	<u>1,007,330</u>	<u>(191,305)</u>	<u>-19.0%</u>	<u>2,333,573</u>	<u>4,057,250</u>	<u>(1,723,677)</u>	<u>-42.5%</u>
Total Net Revenue	<u>133,054</u>	<u>226,356</u>	<u>(93,302)</u>	<u>-41.2%</u>	<u>413,115</u>	<u>909,622</u>	<u>(496,507)</u>	<u>-54.6%</u>

City of Alameda Health Care District
1206b Clinic - Statement of Operations
March 31, 2013

	Current Month				Year-to-Date			
	Actual	Budget	Variance	%	Actual	Budget	Variance	%
Clinic Visits								
Primary Care	141				1,124			
Surgery	39				452			
Neurology	14				243			
Total Visits	<u>194</u>				<u>1,819</u>			
Revenue								
Gross Revenue	63,427	142,006	(78,579)	-55.3%	908,561	1,278,053	(369,492)	-28.9%
Deductions from Revenue	<u>38,026</u>	<u>93,724</u>	<u>(55,698)</u>		<u>593,037</u>	<u>843,515</u>	<u>(250,478)</u>	
Net Revenue	<u>25,401</u>	<u>48,282</u>	<u>(22,881)</u>		<u>315,524</u>	<u>434,538</u>	<u>(119,014)</u>	
Expenses								
Salaries	29,755	19,337	(10,418)	-53.9%	279,906	163,075	(116,831)	-71.6%
Benefits	8,510	5,472	(3,038)	-55.5%	64,380	46,150	(18,230)	-39.5%
Professional Fees	13,662	21,708	8,046	37.1%	203,206	195,374	(7,832)	-4.0%
Supplies	3,214	954	(2,260)	-236.9%	9,197	8,585	(612)	-7.1%
Purchased Services	7,152	4,783	(2,369)	-49.5%	85,281	43,049	(42,232)	-98.1%
Rents and Leases	12,139	11,606	(533)	-4.6%	100,769	104,457	3,688	3.5%
Depreciation	494	207	(287)	-138.6%	2,438	1,864	(574)	-30.8%
Other	<u>(1,489)</u>	<u>2,292</u>	<u>3,781</u>	<u>165.0%</u>	<u>29,636</u>	<u>20,626</u>	<u>(9,010)</u>	<u>-43.7%</u>
Total Expenses	<u>73,437</u>	<u>66,359</u>	<u>(7,078)</u>	<u>-10.7%</u>	<u>774,813</u>	<u>583,180</u>	<u>(191,633)</u>	<u>-32.9%</u>
Excess of Revenue over Expenses	<u>(48,036)</u>	<u>(18,077)</u>	<u>(29,959)</u>	<u>165.7%</u>	<u>(459,289)</u>	<u>(148,642)</u>	<u>(310,647)</u>	<u>209.0%</u>

Note:

Clinic Hours by Physician

Dr. Celada - M,W,F Mornings only

Dr. Brimer - M & Th full days, plus T Mornings

Dr. Dutaret - T & W full days

City of Alameda Health Care District
Statement of Cash Flows
For the Nine Months Ended March 31, 2013

	<u>Current Month</u>	<u>Year-to-Date</u>
Cash flows from operating activities		
Net Income / (Loss)	\$ (218,914)	\$ (1,353,580)
Items not requiring the use of cash:		
Depreciation and amortization	72,437	\$ 652,197
Write-off of Kaiser liability	-	\$ -
Changes in certain assets and liabilities:		
Patient accounts receivable, net	(721,029)	(3,373,356)
Other Receivables	118,806	3,171,217
Third-Party Payer Settlements Receivable	163,585	2,288,749
Inventories	(24,474)	9,417
Prepays and Other	17,503	(245,353)
Accounts payable and accrued liabilities	432,544	3,512,860
Payroll Related Accruals	(904,233)	679,745
Employee Health Plan Accruals	(1,448)	(37,696)
Deferred Revenues	(476,626)	(4,290,125)
Cash provided by (used in) operating activities	<u>(1,541,849)</u>	<u>1,014,075</u>
Cash flows from investing activities		
(Increase) Decrease in Assets Limited As to Use	(12,332)	(101,535)
Additions to Property, Plant and Equipment	(151,386)	(997,467)
Other	4	(6,398)
Cash provided by (used in) investing activities	<u>(163,714)</u>	<u>(1,105,401)</u>
Cash flows from financing activities		
Net Change in Long-Term Debt	(83,680)	(119,097)
Net Change in Restricted Funds	12,332	101,535
Cash provided by (used in) financing and fundraising activities	<u>(71,347)</u>	<u>(17,561)</u>
Net increase (decrease) in cash and cash equivalents	(1,776,910)	(108,887)
Cash and cash equivalents at beginning of period	4,995,909	3,327,884
Cash and cash equivalents at end of period	<u>\$ 3,219,001</u>	<u>\$ 3,218,998</u>

**City of Alameda Health Care District
Ratio's Comparison**

Financial Ratios	Audited Results				YTD
	FY 2009	FY 2010	FY 2011	FY 2012	3/31/2013
<u>Profitability Ratios</u>					
Net Patient Revenue (%)	22.69%	24.16%	23.58%	22.90%	23.19%
Earnings Before Depreciation, Interest, Taxes and Amortization (EBITA)	3.62%	4.82%	-1.01%	-1.48%	-1.48%
EBIDAP ^{Note 5}	-5.49%	-3.66%	-13.41%	-11.22%	-8.87%
Total Margin	1.03%	2.74%	-2.61%	-3.21%	-2.45%
<u>Liquidity Ratios</u>					
Current Ratio	1.15	1.23	1.05	0.96	0.92
Days in accounts receivable ,net	57.26	51.83	46.03	55.21	61.56
Days cash on hand (with restricted)	13.6	21.6	14.1	17.7	14.6
<u>Debt Ratios</u>					
Cash to Debt	115.3%	249.0%	123.3%	123.56%	128.83%
Average pay period (includes payroll)	58.03	57.11	62.68	72.94	76.78
Debt service coverage	3.87	5.98	(0.70)	(0.53)	(0.52)
Long-term debt to fund balance	0.20	0.14	0.18	0.28	0.31
Return on fund balance	8.42%	18.87%	-19.21%	-27.35%	-23.43%
Debt to number of beds	13,481	10,482	11,515	16,978	9,728

**City of Alameda Health Care District
Ratio's Comparison**

Financial Ratios	Audited Results				YTD
	FY 2009	FY 2010	FY 2011	FY 2012	3/31/2013
Patient Care Information					
Bed Capacity	161	161	161	161	281
Patient days(all services)	30,463	30,607	30,270	30,448	48,765
Patient days (acute only)	11,787	10,579	10,443	10,880	8,755
Discharges(acute only)	2,812	2,802	2,527	2,799	2,162
Average length of stay (acute only)	4.19	3.78	4.13	3.89	4.05
Average daily patients (all sources)	83.46	83.85	82.93	83.19	177.97
Occupancy rate (all sources)	52.94%	52.08%	51.51%	51.67%	63.34%
Average length of stay	4.19	3.78	4.13	3.89	4.05
Emergency Visits	17,337	17,624	16,816	16,964	12,987
Emergency visits per day	47.50	48.28	46.07	46.35	47.40
Outpatient registrations per day ^{Note 1}	82.05	79.67	65.19	60.67	62.79
Surgeries per day - Total	16.12	13.46	6.12	6.12	5.39
Surgeries per day - excludes Kaiser	5.14	5.32	6.12	6.12	5.39

Notes:

1. Includes Kaiser Outpatient Sugercial volume in Fiscal Years 2008, 2009 and through March 31, 2010.
2. In addition to these general requirements a feasibility report will be required.
3. Based upon Moody's FY 2008 preliminary single-state provider medians.
4. EBIDA - Earnings before Interest, Depreciation and Amoritzation
5. EBIDAP - Earnings before Interest, Depreciation and Amortization and Parcel Tax Proceeds

Glossary of Financial Ratios

Term	What is it? Why is it Important?	How is it calculated?
EBIDA	A measure of the organization's cash flow	Earnings before interest, depreciation, and amortization (EBIDA)
Operating Margin	Income derived from patient care operations	Total operating revenue less total operating expense divided by total operating revenue
Current Ratio	The number of dollars held in current assets per dollar of liabilities. A widely used measure of liquidity. An increase in this ratio is a positive trend.	Current assets divided by current liabilities
Days cash on hand	Measures the number of days of average cash expenses that the hospital maintains in cash or marketable securities. It is a measure of total liquidity, both short-term and long-term. An increasing trend is positive.	Cash plus short-term investments plus unrestricted long-term investments over total expenses less depreciation divided by 365.
Cash to debt	Measures the amount of cash available to service debt.	Cash plus investments plus limited use investments divided by the current portion and long-term portion of the organization's debt instruments.
Debt service coverage	Measures total debt service coverage (interest plus principal) against annual funds available to pay debt service. Does not take into account positive or negative cash flow associated with balance sheet changes (e.g. work down of accounts receivable). Higher values indicate better debt repayment ability.	Excess of revenues over expenses plus depreciation plus interest expense over principal payments plus interest expense.
Long-term debt to fund balance	Higher values for this ratio imply a greater reliance on debt financing and may imply a reduced ability to carry additional debt. A declining trend is positive.	Long-term debt divided by long-term debt plus unrestricted net assets.