



## **FINANCE COMMITTEE MEETING**

**March 21, 2019**



## Finance Committee Meeting

### March 21, 2019

Meeting called to order by: Tim Augustine

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	<b>IV. Capital Equipment Request</b>	
	<b>V. Other</b>	
	<b>VI. Adjournment</b>	



**FINANCE COMMITTEE MEETING**  
February 21, 2019

**ATTENDANCE:** Roger Jones, Steve Ruzek, Dave Lashier, Tim Augustine, Dennis Grebert, Dave Lashier, Matt Sells, CEO; Sue Witthoft, Elm Heights Administrator  
**ABSENT:** Kaley Neal, CFO; Tyler Haug, Controller; Jennifer Staebell, Revenue Cycle Director  
**RECORDED BY:** Betsy Stephens

TOPIC AND PRESENTER	DISCUSSION	ACTION / FOLLOW UP
I. Call to order	The Finance Committee of Shenandoah Medical Center met on Thursday, February 21, 2019 in the SMC BoardRoom. The meeting was called to order at 12:00 p.m.	
II. Approval of Minutes	The minutes to the January 24, 2019, meeting were reviewed.	<b>Motion and 2nd to motion to accept the January minutes. Motion was unanimously approved.</b>
III. Financial Statements Matt Sells, CEO	<p><u>SMC:</u> Statistics:</p> <ul style="list-style-type: none"> <li>Inpatients: January census increased from previous month to 290 days. Acute days of 112 were behind January 2018. Overall, the census is now ahead of last year's inpatient census by 54%.</li> <li>Outpatients: Surgical procedures increased from the previous month at 144 procedures and were behind 2018 results. Total outpatient visits of 17,098 were increased from the previous month, were behind January 2018 and are 11% behind last year's results.</li> <li>Clinic: Overall, Family Practice provider visits increased from the previous month, recording 1,984 visits, which was behind previous year's results. Specialty clinics were consistent from the previous month and are currently 17% behind 2018.</li> </ul> <p>Balance Sheet:</p> <ul style="list-style-type: none"> <li>Total cash increased from the previous month to \$462K. Accounts receivable decreased \$221K, resulting in a decrease in accounts receivable days to 54.6 days.</li> </ul> <p>Income Statement:</p> <ul style="list-style-type: none"> <li>SMC showed operating gain from normal operations for the month of \$96K. Additionally, a non-operating revenue of \$124K and an unrealized gain on the investment portfolio of</li> </ul>	<b>Motion and 2nd to motion to accept the January Financials. Motion was unanimously approved.</b>

TOPIC AND PRESENTER	DISCUSSION	ACTION / FOLLOW UP
	<p>\$165K provided a total net gain of \$385K during the month of January. SMC currently possesses an operating margin of 2.96% and a total margin of 10.92%. 2018 EBITDA is \$490K.</p> <p><u>Elm Heights</u> Statistics:</p> <ul style="list-style-type: none"> <li>• Long-Term Care: Occupancy rate was 74.6% in January, with the average daily census at 37.3 as compared to 44.5 in January 2018.</li> <li>• Skilled days in January were 131 and are ahead of the previous year.</li> </ul> <p>Balance Sheet:</p> <ul style="list-style-type: none"> <li>• Total cash and cash equivalents increased by \$12K from the previous month to \$44K.</li> </ul> <p>Income Statement:</p> <ul style="list-style-type: none"> <li>• There was an operating and net loss of \$21K for the month of January. The current operating margin is -9.06%, while the total margin is -9.05%. YTD EBITDA is -\$14K.</li> </ul>	
IV. Capital Equipment: Matt Sells, CEO	<p>Matt presented the following Capital Equipment Requests:</p> <ul style="list-style-type: none"> <li>• Labor &amp; Delivery Updates: \$7,325/room (Total: \$14,650 from Uttvits Trust)</li> </ul>	<b>Motion and 2nd to motion to recommend Capital Equipment Request to the Board of Directors. Motion was unanimously approved.</b>
V. Other		
VI. Adjournment	The next meeting will be Thursday, March 21, 2019 at noon in the Board Room. There was no further business to discuss and the meeting was adjourned at 12:45 PM.	

Respectfully submitted,



Kaley Neal, CFO



## **Monthly Financial Statement**

**February 28, 2019**



SHENANDOAH MEDICAL  
CENTER

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**Finance Committee Financial Report  
Month Ending February 28, 2019**

**STATISTICS**

**Inpatients:** The inpatient census decreased from 218 days the previous month to 146 days in February. Acute days of 80 were 5 days behind February 2018. Newborn days of 13 were 3 days ahead of February 2018. Skilled days of 49 were 15 days ahead of February 2018. ICU days of 4 were 4 days ahead of February 2018. Overall, the inpatient census is ahead of last year's results by 15%.

**Outpatients:** Surgical procedures decreased from the previous month to 104 procedures and were 49 cases behind February 2018. Surgical procedures are 17% behind 2018. Total outpatient visits of 15,965 decreased from the previous month and were 1,479 behind February 2018. Overall, outpatient visits are 10% behind last year's results. Emergency room visits of 308 decreased from the previous month and are 16% behind last year's results.

**Clinic:** Family Practice provider visits decreased from the previous month by 140 visits recording 1,844 visits, which was 40 visits behind February 2018 results. Family Practice provider visits are currently 8% behind last year's results. The Internal Specialty physicians had 750 visits for the month. This was 74 less visits than the previous month and 21 visits ahead of February 2018 results. Current year results were consistent with last year's results. The Mental Health providers' results decreased from the previous month to 108 visits. They are currently 8% behind last year's results. Specialty clinic visits were behind the previous month at 444 visits and are currently 21% behind 2018 results.

**BALANCE SHEET**

**Assets:** Total cash decreased to \$428K in February. Accounts receivable decreased by \$189K. Days in accounts receivable decreased by 1 day to 53.6 days.

**Liabilities:** Accounts payable increased from the previous month by \$395K. Due to Medicare, we currently have a \$854K receivable booked. Due to Medicaid wrap around payments, we currently have a \$612K receivable booked. Long-term debt decreased by \$83K from the prior month and has decreased \$1.7M year over year.

**INCOME STATEMENT**

**Revenues:** Gross patient revenues for the hospital were \$945K behind budget for the month due to a decrease in surgery and outpatient volumes. YTD gross patient revenue is \$771K behind 2018.

**Contractual Adjustments:** Overall, deductions from revenue were \$756K under budget for February. Bad debt expense has decreased by \$565K and denials are \$75K less than 2018. Net patient service revenue is \$189K behind budget.

**Expenses:** Operating expenses were \$51K under budget for the month. Wages and benefits were \$52K over budget due to contract labor in February. Supplies were under budget by \$113K due to decreased surgery volumes. Other admin expenses were over budget by \$28K due to general insurance premiums.

**Net Income:** SMC had an operating loss from normal operations for the month of \$85K. Non-operating revenues of \$27K and an unrealized gain on investments of \$103K provided a total net gain of \$46K during the month of February. SMC currently possesses a YTD operating margin of 0.06% and a total margin of 6.13% YTD. YTD EBITDA is \$693K.

SHENANDOAH MEDICAL CENTER

For the Two Months Ending Thursday, February 28, 2019

	This Year February 2019	Last Year February 2018	Last Month January 2019
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
CASH AND CASH EQUIVALENTS	\$428,041.79	\$616,337.36	\$462,025.72
TOTAL CASH	428,041.79	616,337.36	462,025.72
PATIENT RECEIVABLES	11,693,154.26	15,340,299.56	11,882,405.80
CONTRACTUAL ADJUSTMENTS	(3,624,000.00)	(4,504,000.00)	(3,830,000.00)
BAD DEBT ALLOWANCE	(937,000.00)	(2,388,000.00)	(1,254,000.00)
TOTAL NET RECEIVABLES	7,132,154.26	8,448,299.56	6,798,405.80
DUE FROM ELM HEIGHTS	44,725.06	22,236.21	32,489.79
DUE FROM SHENANDOAH AMBULANCE	118,351.99	32,235.90	114,981.89
OTHER REC	265,188.40	237,910.45	252,778.02
INVENTORY	1,060,461.09	1,131,590.72	1,064,163.69
PREPAID EXPENSES	241,626.18	241,372.53	289,868.40
TOTAL OTHER CURRENT ASSETS	1,730,352.72	1,665,345.81	1,754,281.79
TOTAL CURRENT ASSETS	9,290,548.77	10,729,982.73	9,014,713.31
<b>OTHER ASSETS</b>			
BOARD DESIGNATED FUND	4,614,082.68	4,447,837.19	4,593,888.11
ENDOWMENT FUND	281,480.00	281,479.10	281,480.00
SPECIFIC PURPOSE FUND	914,850.55	897,672.75	939,671.48
UNREALIZED GAIN/LOSS ON INVESTMENTS	197,887.54	336,128.33	72,114.83
BENEFICIAL INTEREST IN PERPETUAL TRUST	3,722,314.16	3,722,314.16	3,722,314.16
EQUITY IN SHENANDOAH AMBULANCE SERVICE	235,883.55	235,620.00	235,883.55
OTHER LONG-TERM ASSET	0.00	1,741.65	0.00
BOND PROJECT FUND	0.00	525.25	0.00
CAPITALIZED INTEREST FUND	0.00	227,039.82	0.00
TOTAL OTHER ASSETS	9,966,498.48	10,150,358.25	9,845,352.13
PROPERTY PLANT EQUIPMENT	61,810,616.42	62,646,308.65	61,742,564.57
PROPERTY PLANT EQUIPMENT LESS ACCUM DEPRECIATION	(32,202,836.40)	(29,103,296.53)	(31,999,535.67)
NET PROPERTY PLANT EQUIPMENT	29,607,780.02	33,543,012.12	29,743,028.90
TOTAL ASSETS	48,864,827.27	54,423,353.10	48,603,094.34
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
ACCOUNTS PAYABLE	3,643,577.94	2,789,693.36	3,248,812.19
OTHER PAYABLES	1,519,912.93	3,268,618.81	1,559,730.72
ACCRUED SALARIES, VACATION AND BENEFITS PAYABLE	1,478,115.36	1,517,456.91	1,324,108.04
EMR DEFERRED REVENUE	19,955.98	276,227.50	21,896.98
EST AMT DUE MCARE	(753,164.65)	(94,978.26)	(697,447.65)
EST AMT DUE MCARD	(612,100.00)	(720,000.00)	(503,000.00)
BONDS PAYABLE - CURRENT			
CAPITAL LEASE - CURRENT			
NOTES PAYABLE - CURRENT			
OTHER CURRENT LIABILITIES	735,750.99	411,475.55	700,919.49
TOTAL CURRENT LIABILITIES	6,032,048.55	7,448,493.87	5,655,019.77
<b>LONG TERM DEBT</b>			
BONDS PAYABLE - LT	0.00	25,317,026.83	0.00
CAPITAL LEASE - LT	725,703.07	2,125,476.90	777,834.67
NOTES PAYABLE - LT	25,460,220.88	396,481.42	25,491,482.42
TOTAL LONG TERM DEBT	26,185,923.95	27,838,985.15	26,269,317.09
<b>NET ASSETS</b>			
<b>NET ASSETS WOUT DONOR RESTRICTIONS</b>			
BEGINNING NET ASSETS W/O DONOR RESTRICTIONS	11,525,093.73	14,448,953.87	11,525,093.73
INCREASE (DECREASE) IN NET ASSETS WOUT DONOR RESTRICTIONS	321,306.75	(105,342.00)	376,665.75
ENDING NET ASSETS W/O DONOR RESTRICTIONS	11,846,400.48	14,343,611.86	11,901,759.48
<b>NET ASSETS WITH DONOR RESTRICTIONS</b>			
NET ASSETS WITH DONOR RESTRICTIONS	4,800,454.29	4,792,262.22	4,776,998.00
TOTAL NET ASSETS WITH DONOR RESTRICTIONS	4,800,454.29	4,792,262.22	4,776,998.00
TOTAL LIABILITIES AND NET ASSETS	48,864,827.27	54,423,353.10	48,603,094.34

SHENANDOAH MEDICAL CENTER

For the Two Months Ending Thursday, February 28, 2019

	<u>SINGLE MONTH</u> CURRENT	BUDGET	PRIOR YEAR	<u>YEAR TO DATE</u> CURRENT YTD	BUDGET YTD	PRIOR YTD
REVENUES						
PATIENT SERVICE REVENUE						
INPATIENT REVENUE	\$1,024,002.60	\$1,121,669.64	\$868,309.83	\$1,956,335.76	\$2,243,339.28	\$2,435,965.06
OUTPATIENT REVENUE	3,882,809.69	4,623,031.28	4,189,820.23	8,569,533.24	9,246,062.56	8,912,140.44
CLINIC REVENUE	1,181,936.47	1,289,087.96	1,155,561.41	2,500,205.99	2,578,175.92	2,448,765.78
GROSS PATIENT REVENUE	6,088,748.76	7,033,788.88	6,213,691.47	13,026,074.99	14,067,577.76	13,796,871.28
LESS						
CONTRACTUAL ADJUSTMENTS	(2,855,205.00)	(3,777,323.43)	(3,022,886.65)	(6,769,368.25)	(7,554,646.86)	(6,935,411.60)
CHARITY CARE	(40,536.74)	(22,916.67)	150.85	(105,964.36)	(45,833.34)	150.85
BAD DEBT EXPENSE	(282,984.38)	(134,666.66)	(440,088.65)	(323,437.26)	(269,333.32)	(888,587.77)
TOTAL DEDUCTIONS FROM PATIENT SERVICE REVENUE	(3,178,726.12)	(3,934,906.76)	(3,462,824.45)	(7,198,769.87)	(7,869,813.52)	(7,823,848.52)
NET PATIENT SERVICE REVENUE	2,910,022.64	3,098,882.12	2,750,867.02	5,827,305.12	6,197,764.24	5,973,022.76
340B REVENUE	190,740.60	168,180.42	156,467.51	388,948.82	336,360.84	349,874.50
OTHER OPERATING REVENUE	132,953.06	125,320.00	97,048.40	252,587.93	250,640.00	274,338.43
TOTAL OPERATING REVENUE	3,233,716.30	3,392,382.54	3,004,382.93	6,468,841.87	6,784,765.08	6,597,235.69
OPERATING EXPENSES						
WAGES AND BENEFITS						
NURSING SERVICE	(460,794.01)	(504,001.78)	(401,767.25)	(951,789.90)	(1,008,003.56)	(890,366.46)
PROFESSIONAL SERVICE	(694,548.03)	(646,543.99)	(594,082.31)	(1,300,063.62)	(1,293,087.98)	(1,243,778.27)
GENERAL SERVICE	(69,820.27)	(72,582.02)	(60,854.49)	(142,452.92)	(145,164.04)	(135,643.68)
MANAGEMENT AND ADMINISTRATIVE	(390,448.29)	(402,310.93)	(353,176.16)	(756,519.06)	(804,621.86)	(761,783.40)
CONTRACT LABOR	(101,643.98)	(22,050.00)	(58,496.72)	(135,685.86)	(44,100.00)	(113,876.86)
EMPLOYER TAXES/BENEFITS	(329,473.41)	(347,231.69)	(343,914.69)	(637,025.44)	(694,463.38)	(711,376.75)
TOTAL WAGES/BENEFITS	(2,046,727.99)	(1,994,720.41)	(1,812,291.62)	(3,923,536.80)	(3,989,440.82)	(3,856,825.42)
REPAIRS AND MAINTENANCE	(9,896.33)	(13,537.52)	(20,296.37)	(25,663.14)	(27,075.04)	(32,694.61)
SUPPLIES	(500,827.21)	(613,742.15)	(607,040.21)	(1,051,210.19)	(1,227,484.30)	(1,214,786.64)
PURCHASED SERVICES	(323,142.51)	(333,376.61)	(314,975.85)	(632,853.69)	(666,753.22)	(682,500.49)
UTILITIES	(34,029.31)	(39,333.34)	(37,565.01)	(62,417.44)	(78,666.68)	(68,956.93)
INTEREST	(65,635.27)	(65,475.00)	(13,647.76)	(132,963.21)	(130,950.00)	(29,251.66)
DEPRECIATION	(203,300.73)	(203,383.33)	(372,277.37)	(406,482.52)	(406,766.66)	(720,699.80)
OTHER ADMIN EXPENSES	(135,137.28)	(106,511.66)	(70,497.36)	(230,024.73)	(213,023.32)	(156,271.00)
TOTAL OPERATING EXPENSES	(3,318,696.63)	(3,370,080.02)	(3,248,591.55)	(6,465,151.72)	(6,740,160.04)	(6,761,986.55)
OPERATING MARGIN	(84,980.33)	22,302.52	(244,208.62)	3,690.15	44,605.04	(164,750.86)
NON-OPERATING REVENUE						
DONATIONS		3,333.33		150,000.00	6,666.66	42,313.46
INTEREST/INVESTMENT INCOME	20,470.33	6,375.00	4,675.04	(12,745.94)	12,750.00	9,250.38
INVESTMENT INCOME FROM INTEREST IN TRUST		7,833.33		(1,289.22)	15,666.66	
OTHER NON-OPERATING	6,796.99	7,862.50	5,739.34	13,846.63	15,725.00	11,636.64
TOTAL NON-OPERATING REVENUE	27,267.32	25,404.16	10,414.38	149,811.47	50,808.32	63,200.48
EXCESS OF REV OVER/UNDER EXP	(57,713.01)	47,706.68	(233,794.24)	153,501.62	95,413.36	(101,550.38)
CHANGE IN UNREALIZED GAIN (LOSS) ON INVESTMENTS	103,354.01	5,500.00	(142,602.01)	268,805.13	11,000.00	(3,791.62)
INCR/DECR NET ASSETS	45,641.00	53,206.68	(376,396.25)	422,306.75	106,413.36	(105,342.00)
OPERATING MARGIN	(2.63%)	0.66%	(8.13%)	0.06%	0.66%	(2.50%)
TOTAL MARGIN	1.36%	1.55%	(13.10%)	6.13%	1.55%	(1.58%)
EBITDA	211,222.99	316,565.01	152,130.89	692,947.35	633,130.02	648,401.08



# SMC - Dashboard Report

February-19

December 2018      2018 Budget      2017 IA-Acute      2017 IA-CAH      Desired Trend

## Liquidity Ratios

1.54	N/A	3.03	3.51
55	55	51	51
1.7	N/A	54	89
95.9	N/A	193	188
55.2	N/A	44	46

Up Current Ratios  
Down Days Revenue in Acct Rec  
Up Days Cash on Hand - Current  
Up Days Cash on Hand - All Sources  
Down Average Payment Period

Feb-19	Jan-19	Dec-18
1.54	1.61	1.54
54	55	55
4	5	2
101	109	96
59	59	55

## Profitability Ratios - YTD

-8.17%	2.34%	1.28%	-4.14%
-7.71%	3.42%	-2.14%	-2.05%
-5.30%	N/A	3.39%	1.88%

Up Operating Margin - YTD  
Up Total Margin - YTD  
Up Return on Equity (Total Assets)

0.06%	2.96%	-8.17%
6.13%	10.92%	-7.71%
3.86%	8.22%	-5.30%

## Activity Ratios - YTD

2.08	N/A	1.18	1.54
1.13	N/A	1.86	1.68
5.78	N/A	12.07	11.01

Up Total Net Assets Turnover Ratio  
Up Fixed Assets Turnover Ratio  
Down Average Age of Plant Ratio

2.13	2.06	2.08
1.20	1.16	1.13
7.60	7.93	5.78

## Capital Structure Ratios - YTD

1.97	1.97	0.31	0.66
-1.09	2.62	3.86	1.90
0.53	4.10	2.62	3.32

Down LT Debt to Net Assets Ratio  
Up Times Interest Earned Ratio  
Up Debt Service Coverage Ratio

1.57	1.57	1.97
3.29	6.04	-1.09
2.76	4.01	0.53

## Wall Street Ratios - YTD

2.52%	11.13%	9.34%	8.87%
15.04%	0.12%	78.43%	67.76%
-6.77%	3.22%	2.87%	1.22%
-7.55%	3.51%	3.06%	1.32%

Up Cash Flow to Net Patient Revenue  
Up Cash Flow to Total Liabilities  
Up Return to Net Operating Revenue  
Up Return to Patient Revenue

12.43%	18.59%	2.52%
72.98%	114.05%	15.04%
4.61%	10.11%	-6.77%
5.33%	11.63%	-7.55%

## Revenue Indicators - YTD

84.98%	69.0%	61.51%	84.04%
55.39%	52.21%	41.45%	26.91%
0.32%	0.06%	1.01%	0.41%
3.10%	3.47%	0.98%	1.57%

Up Total OP Rev/Gross Patient Rev  
Down Contractual/Gross Patient Rev  
Down Charity Care/Gross Patient Rev  
Down Bad Debt/Gross Patient Rev

85.0%	86.6%	85.0%
52.74%	56.42%	55.39%
0.81%	0.94%	0.32%
2.48%	0.58%	3.10%

## Cost Indicators - YTD

57.56%	56.99%	36.58%	40.20%
16.57%	18.35%	20.15%	12.73%

Down Total Salary & Benefits/Total Exp  
Down Supply Exp/Total Exp

60.7%	59.6%	57.6%
16.3%	17.5%	16.6%

Green	>10% of Benchmark's Desired Trend
Yellow	±10% of Benchmark's Desired Trend
Red	<10% of Benchmark's Desired Trend

Note: Dashboard colors based on Iowa Critical Access Hospital data from IHA  
Total Salary & Benefits includes contract labor

**SMC - Sources and Uses of Funds**

**February-19**

<b>CENTURY BANK:</b>		Guarantee - Repurchase Agreement + FDIC \$250,000	
<b>General Operating Account</b>	<b>Beginning Balance</b>	\$	430,201.07
Receipts: Deposits		\$	2,646,009.40
Interest Income		\$	503.88
	<b>Total Receipts</b>	\$	2,646,513.28
Disbursements:			
Accounts Payable		\$	1,243,661.50
Payroll		\$	1,434,942.29
	<b>Total Disbursements</b>	\$	2,678,603.79
	<b>Ending Balance</b>	\$	398,110.56

<b>CENTURY BANK:</b>			
<b>Payroll Account</b>	<b>Beginning Balance</b>	\$	-
Receipts: Transfer from General Account			
Transfer from General Account			
Transfer from General Account			
Transfer from General Account			
Transfer from General Account			
	<b>Total Receipts</b>	\$	-
Disbursements:			
Payroll EFT			
Payroll EFT			
Payroll EFT		\$	-
Payroll EFT		\$	-
Payroll EFT		\$	-
Bank charges			
	<b>Total Disbursements</b>	\$	-
	<b>Ending Balance</b>	\$	-
<b>Total CNB Operating Accounts</b>		\$	398,110.56
<b>Petty Cash Funds</b>		\$	1,283.25
<b>Auxiliary Fund</b>		\$	3,774.11
<b>Total Balance Sheet Cash Accounts</b>		\$	403,167.92

<b>CENTURY BANK:</b>			
<b>Operating Fund #1 Money Market</b>	<b>Beginning Balance</b>	\$	2,585.38
Receipts: Interest Income		\$	0.79
	<b>Total Receipts</b>	\$	0.79
Disbursements:			
<b>Total CB</b>	<b>\$</b>	400,696.73	
	<b>Ending Balance</b>	\$	2,586.17
<b>FIRST HERITAGE BANK:</b>		Guarantee-FDIC \$250,000 + Pledged Bonds \$1,000,000	
<b>Capital Fund #1</b>	<b>Beginning Balance</b>	\$	19,641.19
Receipts: Interest Income		\$	11.30
Depreciation Funded			
Donations			
	<b>Total Receipts</b>	\$	11.30
Disbursements:		\$	-
	<b>Total Disbursements</b>	\$	-
	<b>Ending Balance</b>	\$	19,652.49

<b>BANK IOWA: 907462</b>			
<b>Capital Fund #2 Money Mkt</b>	<b>Beginning Balance</b>	\$	1,005.46
Receipts: Depreciation/Donations/Transfers		\$	0.19
Interest Income			
	<b>Total Receipts</b>	\$	0.19
Disbursements:			
	<b>Total Disbursements</b>	\$	-
	<b>Ending Balance</b>	\$	1,005.65
<b>CDARS Capital Fund Balance</b>		\$	-

<b>BANK IOWA: 921809</b>			
<b>Operating Fund #2 Money Mkt</b>	<b>Beginning Balance</b>	\$	1,629.25
Receipts:		\$	0.31
	<b>Total Receipts</b>	\$	0.31
Disbursements:		\$	-
	<b>Ending Balance</b>	\$	1,629.56
<b>CDARS Operating Balance</b>		\$	-
<b>Total Bank Iowa</b>	<b>\$</b>	2,635.21	
<b>Total Balance Sheet Savings Accounts</b>		\$	24,873.87
	<b>Total Cash</b>	\$	428,041.79



## **Monthly Financial Statement**

**February 28, 2019**

# EH

ELM HEIGHTS

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**Finance Committee  
Financial Report  
Month Ending February 28, 2019**

## **STATISTICS**

**Long-Term Care:** Elm Heights' occupancy rate was 83.6% in February, with the average daily census at 37.6 as compared to 45.3 in February of 2018. LTC days are 568 days behind 2018.

**Skilled:** Skilled days of 170 increased 39 days from the prior month. Total skilled days are currently 129 days ahead of 2018.

## **BALANCE SHEET**

**Assets:** Cash and cash equivalents decreased by \$6K from the previous month to \$38K. Gross receivables decreased \$35K from last month to \$194K. Contractual adjustments were aligned with the month of January. The bad debt allowance increased from the previous month to \$42K.

**Liabilities:** Accounts payable increased \$39K to \$180K due to the amount owed to Shenandoah Medical Center for therapies on skilled patients.

## **INCOME STATEMENT**

**Revenues:** Gross patient revenues were \$50K behind budget in February. Contractual adjustments were over budget \$39K and bad debt expense was over budget by \$4K for the month due to process implementation of flat rate charges for residents based on payor type. Net revenues of \$184K were behind budget by \$93K.

**Expenses:** Overall, expenses were \$8K over budget. Wages and Benefits were over budget by \$5K. Supplies were over budget by \$4K due to drug costs.

**Net Income:** Elm Heights had an operating and net loss of \$87K for the month of February. Currently the YTD operating margin is (26.07%) while the total margin is (26.00%). YTD EBITDA is (\$95K).

ELM HEIGHTS

For the Two Months Ending Thursday, February 28, 2019

	This Year February 2019	Last Year February 2018	Last Month January 2019
ASSETS			
CURRENT ASSETS			
CASH AND CASH EQUIVALENTS	\$37,789.54	\$280,212.97	\$43,922.76
TOTAL CASH	37,789.54	280,212.97	43,922.76
PATIENT RECEIVABLES	194,123.60	195,840.70	228,778.33
CONTRACTUAL ADJUSTMENTS	(4,000.00)	(1,000.00)	(4,000.00)
BAD DEBT ALLOWANCE	(42,000.00)	(32,000.00)	(33,000.00)
TOTAL NET RECEIVABLES	148,123.60	162,840.70	191,778.33
OTHER REC	1,574,617.55	1,339,344.51	1,559,730.24
INVENTORY	11,300.67	13,477.54	11,300.67
PREPAID EXPENSES	9,123.73	5,633.75	10,930.72
TOTAL OTHER CURRENT ASSETS	1,595,041.95	1,358,455.80	1,581,961.63
TOTAL CURRENT ASSETS	1,780,955.09	1,801,509.47	1,817,662.72
OTHER ASSETS			
BENEFICIAL INTEREST IN PERPETUAL TRUST	1,545,614.68	1,545,614.68	1,545,614.68
TOTAL OTHER ASSETS	1,545,614.68	1,545,614.68	1,545,614.68
PROPERTY PLANT EQUIPMENT			
PROPERTY PLANT EQUIPMENT	2,815,563.98	2,790,992.40	2,790,992.41
LESS ACCUM DEPRECIATION	(2,456,505.74)	(2,376,762.56)	(2,449,915.06)
NET PROPERTY PLANT EQUIPMENT	359,058.24	414,229.84	341,077.35
TOTAL ASSETS	3,685,628.01	3,761,353.99	3,704,354.75
LIABILITIES			
CURRENT LIABILITIES			
ACCOUNTS PAYABLE	180,150.57	33,162.48	141,508.25
OTHER PAYABLES	17,301.37	17,301.37	(31.96)
ACCRUED SALARIES, VACATION AND BENEFITS PAYABLE	205,225.84	142,701.55	192,710.07
BONDS PAYABLE - CURRENT			
DUE TO SMC	20,490.14	22,236.21	20,493.83
OTHER CURRENT LIABILITIES	29,810.20	34,674.54	29,810.20
TOTAL CURRENT LIABILITIES	452,978.12	250,076.15	384,490.39
LONG TERM DEBT			
NET ASSETS			
UNRESTRICTED NET ASSETS			
BEGINNING UNRESTRICTED NET ASSETS	1,795,120.10	2,012,117.98	1,795,120.10
INCREASE (DECREASE) IN UNRESTRICTED NET ASSETS	(108,084.89)	(46,454.82)	(20,870.42)
ENDING UNRESTRICTED NET ASSETS	1,687,035.21	1,965,663.16	1,774,249.68
RESTRICTED NET ASSETS			
PERMANENTLY RESTRICTED NET ASSETS	1,545,614.68	1,545,614.68	1,545,614.68
TOTAL RESTRICTED NET ASSETS	1,545,614.68	1,545,614.68	1,545,614.68
TOTAL LIABILITIES AND NET ASSETS	3,685,628.01	3,761,353.99	3,704,354.75

ELM HEIGHTS

For the Two Months Ending Thursday, February 28, 2019

	SINGLE MONTH CURRENT	BUDGET	PRIOR YEAR	YEAR TO DATE CURRENT YTD	BUDGET YTD	PRIOR YTD
REVENUES						
PATIENT SERVICE REVENUE						
NURSING HOME REVENUE	\$234,201.67	\$284,146.67	\$277,971.51	\$493,071.49	\$568,293.34	\$524,798.47
GROSS PATIENT REVENUE	234,201.67	284,146.67	277,971.51	493,071.49	568,293.34	524,798.47
LESS						
CONTRACTUAL ADJUSTMENTS	(40,954.95)	(2,216.66)	(8,109.52)	(78,234.86)	(4,433.32)	(10,756.86)
BAD DEBT EXPENSE	(9,000.00)	(4,541.67)	(2,320.96)	(1,000.00)	(9,083.34)	(27,825.71)
TOTAL DEDUCTIONS FROM PATIENT SERVICE REVENUE	(49,954.95)	(6,758.33)	(10,430.48)	(79,234.86)	(13,516.66)	(38,582.57)
NET PATIENT SERVICE REVENUE	184,246.72	277,388.34	267,541.03	413,836.63	554,776.68	486,215.90
OTHER OPERATING REVENUE	755.93	1,300.00	718.19	1,659.96	2,600.00	1,487.74
TOTAL OPERATING REVENUE	185,002.65	278,688.34	268,259.22	415,496.59	557,376.68	487,703.64
OPERATING EXPENSES						
WAGES AND BENEFITS						
NURSING SERVICE	(102,810.32)	(101,089.50)	(74,900.17)	(203,950.03)	(202,179.00)	(188,800.97)
PROFESSIONAL SERVICE	(2,730.59)	(2,066.67)	(10,230.09)	(4,856.72)	(4,133.34)	(18,832.81)
GENERAL SERVICE	(25,134.62)	(23,428.93)	(23,415.46)	(46,398.48)	(46,857.86)	(53,631.87)
MANAGEMENT AND ADMINISTRATIVE	(25,430.48)	(24,806.56)	(16,861.60)	(47,396.43)	(49,613.12)	(42,501.73)
EMPLOYER TAXES/BENEFITS	(42,058.17)	(41,899.99)	(46,071.98)	(83,996.29)	(83,799.98)	(79,251.93)
TOTAL WAGES/BENEFITS	(198,164.18)	(193,291.65)	(171,479.30)	(386,597.95)	(386,583.30)	(383,019.31)
REPAIRS AND MAINTENANCE	(2,329.13)	(2,958.34)	(2,321.11)	(6,821.39)	(5,916.68)	(8,730.11)
SUPPLIES	(20,121.40)	(15,529.17)	(15,786.17)	(26,593.30)	(31,058.34)	(29,836.38)
PURCHASED SERVICES	(28,434.75)	(27,679.17)	(26,120.80)	(57,287.23)	(55,358.34)	(66,422.60)
UTILITIES	(4,505.92)	(5,250.00)	(6,845.28)	(11,555.97)	(10,500.00)	(10,275.36)
DEPRECIATION	(6,590.68)	(6,091.67)	(6,754.20)	(13,181.36)	(12,183.34)	(13,508.40)
OTHER ADMIN EXPENSES	(12,310.06)	(13,466.27)	(7,677.60)	(21,792.55)	(26,932.54)	(22,653.99)
TOTAL OPERATING EXPENSES	(272,456.12)	(264,266.27)	(236,984.46)	(523,829.75)	(528,532.54)	(534,446.15)
OPERATING MARGIN	(87,453.47)	14,422.07	31,274.76	(108,333.16)	28,844.14	(46,742.51)
NON-OPERATING REVENUE						
DONATIONS	215.00			215.00		
INTEREST/INVESTMENT INCOME	24.00		100.69	33.27		287.69
INVESTMENT INCOME FROM INTEREST IN TRUST		3,583.33			7,166.66	
TOTAL NON-OPERATING REVENUE	239.00	3,583.33	100.69	248.27	7,166.66	287.69
EXCESS OF REV OVER/UNDER EXP	(87,214.47)	18,005.40	31,375.45	(108,084.89)	36,010.80	(46,454.82)
INCR/DECR NET ASSETS	(87,214.47)	18,005.40	31,375.45	(108,084.89)	36,010.80	(46,454.82)
OPERATING MARGIN	(47.27%)	5.17%	11.66%	(26.07%)	5.17%	(9.58%)
TOTAL MARGIN	(47.08%)	6.38%	11.69%	(26.00%)	6.38%	(9.52%)
EBITDA	(80,623.79)	24,097.07	38,129.65	(94,903.53)	48,194.14	(32,946.42)

# EH - Sources and Uses of Funds

February-19

## CENTURY BANK:

<b>General Operating Account</b>	<b>Beginning Balance</b>	<b>\$ 43,554.23</b>
Receipts: Accounts Receivable		217,432.35
Interest Income		\$ 8.68
		\$ -
	<b>Total Receipts</b>	<b>\$ 217,441.03</b>
Disbursements:		
Payroll		\$ 139,413.27
Accounts Payable		\$ 84,160.98
		\$ -
	<b>Total Disbursements</b>	<b>\$ 223,574.25</b>
	<b>Ending Balance</b>	<b>\$ 37,421.01</b>

## CENTURY BANK:

<b>Payroll Account</b>	<b>Beginning Balance</b>	<b>\$ -</b>
Receipts: Transfer from General Acct		\$ -
Transfer from General Acct		\$ -
Transfer from General Acct		\$ -
Interest Income		\$ -
	<b>Total Receipts</b>	<b>\$ -</b>
Disbursements:		
Payroll EFT		\$ -
Payroll EFT		\$ -
Payroll EFT		\$ -
Transfer		\$ -
	<b>Total Disbursements</b>	<b>\$ -</b>
	<b>Ending Balance</b>	<b>\$ -</b>

<b>Total Cash Accounts-CNB</b>	<b>\$ 37,421.01</b>
<b>Petty Cash Funds</b>	<b>\$ 368.52</b>
<b>Total Balance Sheet Cash Accounts</b>	<b>\$ 37,789.53</b>

## FIRST HERITAGE BANK:

<b>Certificate of Deposit #6126</b>	<b>Beginning Balance</b>	<b>\$ -</b>
Receipts: Interest Income		
	<b>Total Receipts</b>	<b>\$ -</b>
Disbursements:		
	<b>Total Disbursements</b>	<b>\$ -</b>
	<b>Ending Balance</b>	<b>\$ -</b>

## GREAT WESTERN BANK #1

<b>Certificate of Deposit #03-00164234</b>	<b>Beginning Balance</b>	<b>\$ -</b>
Receipts: Interest Income		
	<b>Total Receipts</b>	<b>\$ -</b>
Disbursements:		
	<b>Ending Balance</b>	<b>\$ -</b>

## GREAT WESTERN BANK #2

<b>Certificate of Deposit #03-00164352</b>	<b>Beginning Balance</b>	<b>\$ -</b>
Receipts: Interest Income		\$ -
	<b>Total Receipts</b>	<b>\$ -</b>
Disbursements:		
	<b>Ending Balance</b>	<b>\$ -</b>

<b>Certificate of Deposit-First Nat'l Bank</b>	<b>\$ -</b>
<b>Certificate of Deposit-GWB</b>	<b>\$ -</b>
<b>Total Balance Sheet Savings Accounts/CD</b>	<b>\$ -</b>
<b>Total Cash</b>	<b>\$ 37,789.53</b>

## **Accounts Receivable**



**SHENANDOAH MEMORIAL HOSPITAL  
ANALYSIS OF DAYS IN ACCOUNTS RECEIVABLE**

	<u>GROSS REVENUE</u>	<u>NET REVENUE</u>		<u>3 MO ADJ GROSS REVENUE</u>	<u>3 MO ADJ NET REVENUE</u>	<u>GROSS A/R</u>	<u>NET A/R</u>	<u>DAYS IN GROSS A/R</u>
<b>Feb-18</b>	6,213,691	2,750,867	28	<b>20,031,349</b>	7,003,154	<b>15,580,492</b>	13,734,492	<b>70.0</b>
<b>Mar-18</b>	7,616,350	3,045,442	31	<b>21,413,221</b>	9,018,465	<b>15,467,124</b>	13,495,124	<b>65.0</b>
<b>Apr-18</b>	7,080,585	3,184,304	30	<b>20,910,626</b>	8,980,614	<b>15,355,761</b>	12,959,761	<b>65.4</b>
<b>May-18</b>	7,143,164	2,753,763	31	<b>21,840,099</b>	8,983,509	<b>14,171,781</b>	12,292,781	<b>59.7</b>
<b>Jun-18</b>	6,269,880	2,760,889	30	<b>20,493,629</b>	8,698,956	<b>12,576,089</b>	11,717,089	<b>55.8</b>
<b>Jul-18</b>	6,635,284	2,730,761	31	<b>20,048,328</b>	8,245,413	<b>13,250,576</b>	12,265,576	<b>60.8</b>
<b>Aug-18</b>	7,069,659	2,885,019	31	<b>19,974,823</b>	8,376,669	<b>12,531,193</b>	11,607,693	<b>57.7</b>
<b>Sep-18</b>	6,306,342	2,598,044	30	<b>20,011,285</b>	8,213,824	<b>12,285,788</b>	11,234,788	<b>56.5</b>
<b>Oct-18</b>	7,176,765	3,182,617	31	<b>20,552,767</b>	8,665,680	<b>11,987,655</b>	11,108,655	<b>53.7</b>
<b>Nov-18</b>	6,477,117	2,511,245	30	<b>19,960,224</b>	8,291,906	<b>12,120,025</b>	11,113,530	<b>55.3</b>
<b>Dec-18</b>	6,604,379	2,233,197	31	<b>20,258,261</b>	7,927,059	<b>12,103,576</b>	10,790,576	<b>55.0</b>
<b>Jan-19</b>	6,937,326	2,872,516	31	<b>20,018,822</b>	7,616,958	<b>11,882,406</b>	10,628,406	<b>54.6</b>
<b>Feb-19</b>	6,088,749	2,910,023	28	<b>19,630,454</b>	8,015,736	<b>11,693,154</b>	10,756,154	<b>53.6</b>

**ELM HEIGHTS**  
**ANALYSIS OF DAYS IN ACCOUNTS RECEIVABLE**

	<u>GROSS REVENUE</u>	<u>NET REVENUE</u>		<u>3 MO ADJ GROSS REVENUE</u>	<u>3 MO ADJ NET REVENUE</u>	<u>GROSS A/R</u>	<u>NET A/R</u>	<u>DAYS IN GROSS A/R</u>
<b>Feb-18</b>	277,972	267,541	28	<b>756,275</b>	646,516	<b>193,854</b>	161,854	<b>23.1</b>
<b>Mar-18</b>	227,647	200,176	31	<b>752,445</b>	686,392	<b>233,890</b>	196,890	<b>28.0</b>
<b>Apr-18</b>	250,352	167,793	30	<b>755,970</b>	635,509	<b>170,642</b>	130,642	<b>20.1</b>
<b>May-18</b>	224,256	303,720	31	<b>702,254</b>	671,688	<b>206,107</b>	166,107	<b>27.0</b>
<b>Jun-18</b>	225,687	258,170	30	<b>700,294</b>	729,682	<b>186,943</b>	158,943	<b>24.3</b>
<b>Jul-18</b>	255,216	232,646	31	<b>705,159</b>	794,536	<b>247,341</b>	212,341	<b>32.3</b>
<b>Aug-18</b>	215,142	223,069	31	<b>696,045</b>	713,884	<b>225,837</b>	190,837	<b>29.9</b>
<b>Sep-18</b>	201,724	202,195	30	<b>672,082</b>	657,910	<b>140,084</b>	108,084	<b>19.2</b>
<b>Oct-18</b>	251,359	274,746	31	<b>668,224</b>	700,010	<b>202,626</b>	164,626	<b>27.9</b>
<b>Nov-18</b>	220,110	201,988	30	<b>673,193</b>	678,930	<b>173,016</b>	136,016	<b>23.4</b>
<b>Dec-18</b>	201,896	191,842	31	<b>673,365</b>	668,577	<b>147,749</b>	106,749	<b>20.2</b>
<b>Jan-19</b>	258,870	229,590	31	<b>680,876</b>	623,421	<b>233,470</b>	200,470	<b>31.5</b>
<b>Feb-19</b>	234,202	184,247	28	<b>694,967</b>	605,679	<b>194,124</b>	152,124	<b>25.1</b>

## **Department Statistics**

Shenandoah Medical Center							
Statistical Summary							
February 28, 2019							
	December	January	February	February	YTD	YTD	%
Department	2018	2019	2019	2018	2019	2018	Change
<b>Inpatient Days</b>							
Acute	104	112	80	85	192	242	-21%
Specialized	0	0	0	0	0	0	0%
ICU	0	0	4	0	4	0	0%
Hospice	0	0	0	0	0	2	100%
Newborns	5	8	13	10	21	21	0%
Skilled(swing bed)	24	98	49	34	147	52	183%
<b>Total</b>	<b>133</b>	<b>218</b>	<b>146</b>	<b>129</b>	<b>364</b>	<b>317</b>	<b>15%</b>
	December	January	February	February	YTD	YTD	%
Department	2018	2019	2019	2018	2019	2018	Change
<b>Surgical Procedures</b>							
Endoscopy	30	41	23	29	64	58	10%
Surgeries	80	103	81	124	184	241	-24%
<b>Total</b>	<b>110</b>	<b>144</b>	<b>104</b>	<b>153</b>	<b>248</b>	<b>299</b>	<b>-17%</b>
	December	January	February	February	YTD	YTD	%
Department	2018	2019	2019	2018	2019	2018	Change
<b>Ancillary Procedures</b>							
Observation (Visits)	43	30	33	30	63	55	15%
Emergency Room (Visits)	382	349	308	365	657	778	-16%
Infusion Therapy (Visits)	171	227	153	162	380	388	-2%
X-Ray	624	706	545	686	1,251	1,463	-14%
CT Scan	333	333	272	291	605	622	-3%
Dexa Scan	26	17	13	8	30	17	76%
Mammography	186	77	59	63	136	156	-13%
MRI	67	57	58	57	115	118	-3%
Ultrasound	158	153	125	147	278	300	-7%
Echo	35	52	27	31	79	79	0%
PET	6	8	4	5	12	9	33%
Interventional Radiology	16	28	13	26	41	52	-21%
Vascular	10	9	12	6	21	21	0%
Lab	8,686	9,489	9,088	9,897	18,577	21,007	-12%
Blood	21	22	18	14	40	45	-11%
Physical Therapy (Units)	1,584	1,630	1,568	1,798	3,198	3,656	-13%
Occupational Therapy (Units)	260	468	401	239	869	555	57%
Speech Therapy (Units)	46	33	37	25	70	77	-9%
Wellness (Visits)	1,578	2,000	1,831	1,936	3,831	3,836	0%
Wound Care (Visits)	18	15	45	11	60	25	140%
Respiratory Therapy	329	550	656	779	1,206	1,694	-29%
Oxygen	123	150	91	73	241	214	13%
EKG	255	252	233	270	485	524	-7%
Stress Testing	4	11	9	2	20	9	122%
Holter Monitors	5	7	11	13	18	19	-5%
Sleep Studies	12	10	4	7	14	12	17%
Hospice (Visits)	0	0	0	61	0	70	-100%
Home Health (Visits)	17	1	0	154	1	233	-100%
Cardiac Rehab (Visits)	104	89	69	60	158	171	-8%
Pulmonary Rehab (Visits)	14	7	11	25	18	47	-62%
Nutrition (Visits)	39	86	49	45	135	103	31%
Anticoagulation Clinic	197	232	222	158	454	370	23%
<b>Total</b>	<b>15,349</b>	<b>17,098</b>	<b>15,965</b>	<b>17,444</b>	<b>33,063</b>	<b>36,725</b>	<b>-10%</b>

Shenandoah Medical Center							
Statistical Summary							
February 28, 2019							
	December	January	February	February	YTD	YTD	%
Department	2018	2019	2019	2018	2019	2018	Change
<b>Family Practice</b>							
Dr. Babe	162	242	200	209	442	495	-11%
Dr. D. Bumgarner	155	163	172	163	335	348	-4%
Connie Holmes, APRN	113	102	135	137	237	304	-22%
Dr. Isaacson	236	220	219	253	439	510	-14%
Melissa Marshall, APRN	80	89	79	74	168	189	-11%
Mary Nissen, APRN	41	28	40	33	68	33	0%
Jessica Heitkamp, APRN	142	149	178	0	327	0	100%
Kristen Thatcher, APRN	174	200	205	209	405	442	-8%
Kacie Kopf, APRN	86	96	0	98	96	215	-55%
Kristi Ross, APRN	200	155	0	274	155	442	-65%
Locum Walk In Clinic Providers	0	0	72	59	72	331	100%
Dr. Rozeboom	94	161	143	160	304	325	-6%
Dr. Salwitz	0	0	0	162	0	399	-100%
Dr. Smith	143	186	176	0	362	0	100%
Stephanie Robinette, APRN	184	193	225	0	418	0	100%
Dr. Wilkinson	0	0	0	53	0	117	-100%
<b>Total</b>	<b>1,810</b>	<b>1,984</b>	<b>1,844</b>	<b>1,884</b>	<b>3,828</b>	<b>4,150</b>	<b>-8%</b>
	December	January	February	February	YTD	YTD	%
Department	2018	2019	2019	2018	2019	2018	Change
<b>Specialists</b>							
Dr. King	125	151	127	145	278	286	-3%
Dr. Rose	53	106	63	80	169	176	-4%
Dr. Prusa Flores	0	0	0	139	0	257	-100%
Dr. MacLeod-Kozal	66	70	75	0	145	0	100%
Jona Hutson, CNM	115	89	91	42	180	84	100%
Renee Johnson, APRN	57	51	48	52	99	116	-15%
Stephanie Lee, APRN	41	36	31	14	67	47	100%
Dr. Rowan	145	147	151	147	298	327	-9%
Dr. Woods	176	174	164	110	338	276	22%
<b>Total</b>	<b>778</b>	<b>824</b>	<b>750</b>	<b>729</b>	<b>1,574</b>	<b>1,569</b>	<b>0%</b>
	December	January	February	February	YTD	YTD	%
Department	2018	2019	2019	2018	2019	2018	Change
<b>Mental Health</b>							
Rose Walter, APRN	118	146	96	107	242	265	-9%
Melissa Hobbie	25	23	12	17	35	37	-5%
<b>Total</b>	<b>143</b>	<b>169</b>	<b>108</b>	<b>124</b>	<b>277</b>	<b>302</b>	<b>-8%</b>
	December	January	February	February	YTD	YTD	%
Department	2018	2019	2019	2018	2019	2018	Change
<b>Emergency Room</b>							
Dr. Kumar	128	90	69	126	159	186	-15%
Dr. Bean	0	20	23	0	43	90	-52%
Dr. Bowery	143	120	131	99	251	224	12%
Dr. Ferguson	112	129	85	140	214	276	-22%
<b>Total</b>	<b>383</b>	<b>359</b>	<b>308</b>	<b>365</b>	<b>667</b>	<b>776</b>	<b>-14%</b>
	December	January	February	February	YTD	YTD	%
Department	2018	2019	2019	2018	2019	2018	Change
<b>Hospitalist</b>							
Connie Spencer, APRN	40	41	21	35	62	59	100%
Jenifer Deziel, APRN	25	25	24	13	49	38	100%
<b>Total</b>	<b>65</b>	<b>66</b>	<b>45</b>	<b>48</b>	<b>111</b>	<b>97</b>	<b>100%</b>
	December	January	February	February	YTD	YTD	%
Department	2018	2019	2019	2018	2019	2018	Change
<b>Specialty</b>							
Allergist	13	13	11	15	24	15	0%
Cardiology	169	169	129	174	298	384	-22%
Children's Behavioral Health	0	0	0	3	0	7	100%
Ear, Nose, Throat	18	18	30	41	48	79	-39%
Gastrology	11	11	6	8	17	17	0%
Maternal Fetal Monitoring	0	0	0	0	0	0	100%
Nephrology	29	29	50	35	79	78	1%
Neurology	24	24	15	26	39	47	-17%
Oncology	65	65	47	80	112	155	-28%
Podiatry	105	105	104	158	209	307	100%
Pulmonology	10	10	16	18	26	33	-21%
Urology	24	24	20	22	44	33	33%
Vascular	19	19	16	13	35	24	46%
<b>Total</b>	<b>487</b>	<b>487</b>	<b>444</b>	<b>593</b>	<b>931</b>	<b>1,179</b>	<b>-21%</b>

Elm Heights								
Statistical Summary								
February 28, 2019								
	Dec	Jan	Feb	Feb		YTD	YTD	%
	2018	2019	2019	2018		2019	2018	Change
<b>Patient Days</b>								
Elm Heights	1,094	1,025	883	1,162		1,908	2,476	-23%
Skilled	75	131	170	105		301	172	75%
<b>Total</b>	<b>1,169</b>	<b>1,156</b>	<b>1,053</b>	<b>1,267</b>		<b>2,209</b>	<b>2,648</b>	<b>-17%</b>
	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Feb</b>				
	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2018</b>				
<b>Average Daily Census</b>								
Elm Heights	37.7	37.3	37.6	45.3				
<b>Total</b>	<b>37.7</b>	<b>37.3</b>	<b>37.6</b>	<b>45.3</b>				
	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Feb</b>		<b>YTD</b>	<b>YTD</b>	<b>%</b>
	<b>2018</b>	<b>2019</b>	<b>2019</b>	<b>2018</b>		<b>2019</b>	<b>2018</b>	<b>Change</b>
<b>Occupancy Rate</b>								
Elm Heights (45 beds)	75.4%	74.6%	83.6%	90.5%		83.2%	89.8%	-7%

## **Capital Equipment Requests**

**Other**