



TAHOE FOREST HOSPITAL DISTRICT

2021-02-18 Board Finance Committee

Thursday, February 18, 2021 at 1:00 p.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Board Finance Committee meeting for February 18, 2021 will be conducted telephonically through Zoom.

Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting.

Board Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

If you would like to speak on an agenda item, you can access the meeting remotely: Please use this web link <https://tfhd.zoom.us/j/95784187648>

If you prefer to use your phone, you may call in using the numbers below: (346) 248 7799 or (301) 715 859;
Meeting ID: 957 8418 7648



Meeting Book - 2021-02-18 Board Finance Committee

02/18/21 Finance Committee

AGENDA

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ITEMS 1 - 4: See Agenda

5. APPROVAL OF MINUTES

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6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. AR Update 1-31-2021.pdf Page 7

6.2. Financial Reports

6.2.1. January 2021 Combined Financial Package.pdf Page 10

ITEMS 7-9: See agenda
No related materials.



FINANCE COMMITTEE AGENDA

Thursday, February 18, 2021 at 1:00 p.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Board Finance Committee meeting for February 18, 2021 will be conducted telephonically through Zoom. Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Board Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

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Public comment will also be accepted by email to mrochefort@tfhd.com. Please list the item number you wish to comment on and submit your written comments 24 hours prior to the start of the meeting.

Oral public comments will be subject to the three minute time limitation (approximately 350 words). Written comments will be distributed to the board prior to the meeting but not read at the meeting.

1. CALL TO ORDER

2. ROLL CALL

Dale Chamblin, Chair; Mary Brown, Board Member

3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

4. INPUT – AUDIENCE

This is an opportunity for members of the public to address the Committee on items which are not on the agenda. Please state your name for the record. Comments are limited to three minutes. Written comments should be submitted to the Board Clerk 24 hours prior to the meeting to allow for distribution. Under Government Code Section 54954.2 – Brown Act, the Committee cannot take action on any item not on the agenda. The Committee may choose to acknowledge the comment or, where appropriate, briefly answer a question, refer the matter to staff, or set the item for discussion at a future meeting.

5. APPROVAL OF MINUTES OF: 01/13/2021 ATTACHMENT

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Accounts Receivable – Post Conversion Update ATTACHMENT
Finance Committee will receive an update on the status of accounts receivable.

6.2. Financial Reports

6.2.1. Financial Report - January 2021 ATTACHMENT

7. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING

8. NEXT MEETING DATE

9. ADJOURN

*Denotes material (or a portion thereof) may be distributed later.

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions. Equal Opportunity Employer. The telephonic meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District's public meetings. If particular accommodations for the disabled are needed or a reasonable modification of the teleconference procedures are necessary (i.e., disability-related aids or other services), please contact the Executive Assistant at 582-3481 at least 24 hours in advance of the meeting.

FINANCE COMMITTEE

DRAFT MINUTES

Wednesday, January 13, 2021 at 10:00 a.m.

Pursuant to Section 3 of Executive Order N-29-20, issued by Governor Newsom on March 17, 2020, the Board Finance Committee meeting for January 13, 2021 will be conducted telephonically through Zoom. Please be advised that pursuant to the Executive Order, and to ensure the health and safety of the public by limiting human contact that could spread the COVID-19 virus, the Eskridge Conference Room will not be open for the meeting. Board Committee Members will be participating telephonically and will not be physically present in the Eskridge Conference Room.

1. CALL TO ORDER

Meeting was called to order at 10:04 a.m.

2. ROLL CALL

Board: Dale Chamblin, Chair; Mary Brown, Board Member

Staff in attendance: Crystal Betts, Chief Financial Officer; Harry Weis, President & Chief Executive Officer; Jaye Chasseur, Controller; Martina Rochefort, Clerk of the Board

3. CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA

No changes were made to the agenda.

4. INPUT – AUDIENCE

No public comment was received.

5. APPROVAL OF MINUTES OF: 11/18/2020

Director Brown moved approval of the November 18, 2020 Board Finance Committee minutes, seconded by Director Chamblin.

6. ITEMS FOR COMMITTEE DISCUSSION AND/OR RECOMMENDATION

6.1. Fiscal Year End 2020 and Audit Presentation Update

CFO updated the Finance Committee on the fiscal year end 2020 financials and upcoming audit presentation.

The audit was delayed in part because Moss Adams was waiting for the government to release guidance on how to complete the single audit for receiving emergency funds during the pandemic. The implementation of single audit was delayed until 2021. The single audit requirement was removed for fiscal year 2020 so the audit could move forward. Single audits are required for public entities receiving grant funding over \$750,000.

At last update, the District's net income was around \$26,200,000. Intergovernmental (IGT) funds were since finalized and the liability on the chargemaster dispute was reversed. It will be a disclosure in the notes of the financial statements. These two items created a \$9,000,000 pick up to net income.

The last adjustment made was due to an unusual circumstance. Normally, auditors are onsite in August

and the audit is presented to the Board of Directors in October. Due to the delayed audit, we had six months of accounts receivable and cash collections to look back at instead of a couple of months. The District was more successful in cash collections than estimated. We were able to collect \$1,200,000 on accounts dating back to late 2017. This led management to recommend an adjustment to the net patient accounts receivable of approximately \$3.4 million.

The gainsharing calculation was made with emergency funds removed. The gainsharing accrual is recorded in 2020, as well as the management incentive compensation amounts.

Emergency funds are listed as non-operating revenues. There will be a note on the iterations of the emergency fund definition which determines how to calculate lost revenue and expenses.

Moss Adams will have a final draft available for the board to review tomorrow or Friday.

7. AGENDA INPUT FOR NEXT FINANCE COMMITTEE MEETING

Director Chamblin would like an update on the capital spending for future parking.

8. NEXT MEETING DATE

Finance Committee would like to meet in February.

9. ADJOURN

Meeting adjourned at 10:41 a.m.



To: Finance Committee Board Members
From: Crystal Betts, CFO and Vickie Morgan, Director Revenue Cycle
Date: February 11, 2021

Here is an update on the AR situation as January 31, 2021.

Days in AR were 68.3, down 5.7 days from December, which was 74.0. November was 71.5 days.

AR was \$80,879,990, down \$7.0m from December's \$87,886,999. November was \$86,015,554.

Gross Revenue per Day was \$1,157,363, down \$34,251 per day from December's \$1,191,614. November was \$1,173,908.

AR over 120 days old was \$26.1m, or 32.3% of AR. At the end of December, AR over 120 days old was \$29.7m, or 33.8%. November was \$27.0m, or 31.4%.

Cash Collections for the month of January was 123% of target, or \$21.7m. For the first 7 months of the Fiscal Year 2020 we have collected 101.72% of target.

Claims holding (work queues) as of the end of January 2021 total \$5.9 million (**down** \$0.5m from December's \$6.4m). November was \$7.6m and October was \$7.9m.

- 200 WQ: \$2.32m, which is \$0.09m **down** from December's \$2.41m. November was \$3.00m and October was \$2.52m.
- 300 WQ: \$1.61m, which is \$0.29m **down** from December's \$1.90m. November was \$2.90m and October was \$3.26m.
- RHC Claims: \$1.25m, which is \$0.12m **down** from December's \$1.37m. November was \$1.20m and October was \$1.76m.
- COVID-19 Claims: \$119k, which is \$26k **down** from December's \$145k. November was \$42k and October was \$51k.
- Credentialing Issues: \$696k, which is \$161k **up** from December's \$535k. November was \$467k and October was \$313k.

Revenue Cycle Projects with Mercy and EPIC – Work started 8/4/2020:

- 6 Large Issues Identified – 2 issues now have all sub-issues at least 80% - 100% complete
 1. Clean Claims and Expedient Reimbursement – Contains 10 sub-issues – Due to implementation of new Clearinghouse on 3/1/01 some of work on these issues has been paused pending that new system
 - Completion of Sub-Issues – Updated as of 01/31/2021
 - i. 75-100% completed: 6 sub-issues (4 are 100%) (no change since 10/2020)
 - ii. 50-75% completed: 1 sub-issue (no change since 10/2020)
 - iii. 0-50% completed: 3 sub-issues (no change since 10/2020)

2. Manage Unposted/Undistributed Payments – Contains 2 sub-issues
 - Completion of Sub-Issues
 - i. 75-100% completed: 1 sub-issue (100% now complete) (no change since 10/2020)
 - ii. 0-50% completed: 1 sub-issue (No change since 10/2020 – Mercy has all work on insurance plan master clean up on hold until after their server consolidation project is completed 07/2021)
3. Professional Fees Calculating Incorrectly – Contains 2 sub-issues
 - Completion of Sub-Issues
 - i. 75-100% completed: 2 sub-issues (2 are 100% complete)
4. Identify Accounts Needing Work, Non-Medicare Account Follow-up – Contains 5 sub-issues
 - Completion of Sub-Issues
 - i. 75-100% completed: 2 sub-issues (2 are 100% complete) (no change since 10/2020)
 - ii. 50-75% completed: 2 sub-issues (no change since 10/2020)
 - iii. 0-50% completed: 1 sub-issue (no change since 10/2020)
5. Maximize RHC Reimbursement – Contains 5 sub-issues
 - Completion of Sub-Issues
 - i. 75-100% completed: 4 sub-issues (3 issues are now 100%) (only 1 issue was completed in 10/2020)
 - ii. 50-75% completed: 1 sub-issue (0 were in this category in 10/2020)
 - iii. 0-50% completed: 0 sub-issue (All issues are now at least at 50% or better)
6. Monitor and Track Denials – Contains 3 sub-issues
 - Completion of Sub-Issues
 - i. 75-100% completed: 3 sub-issues (2 are 100% complete, 1 95% complete) (no change since 10/2020)

Staffing Update:

- Recruited and filled PFS Account Representative positions
 - 1 person started in October, 2 in December and 1 in January
- Recruited and filled Cash Poster (started in November)
- Clerical Support position (started in November)
- Continue recruitment for remaining 2 open positions: PFS Representatives
- PFS Supervisor resigned in February and has moved to Colorado- at this point in time, we are working to develop our leads and will determine if a supervisor is needed.
- Since we have 4 new Patient account representatives, we continue to utilize outside vendor partners – accounts for MediCal are transferred on day 14, while commercial business has been moved up to 30 days.

Staff Training and Development:

We have developed, in conjunction with one of our educational vendors, a 25 hour educational/custom certification program. The program covers all facets of patient financial services and we are going to have 100% of staff review the modules and complete the courses before June 30, 2021. This will be good information for the newer staff and a refresher course for existing staff. We are having all staff (including cash posters) take the courses to raise the knowledge level of the full team.

Additional Items:

Lockbox Project:

January 2021 Update: All Lockbox functions were in place by 11/30/2020. With conversion to new clearinghouse, enrollments for payer payments have been processed starting November 21, 2020 for several commercial payers and upon acceptance of our new enrollments, those payments started coming to THF via a new channel. Update to our lockbox process took less than a week and all payments coming through our new system are available for staff to work within existing lockbox. The Cashiers will be working out of both systems for approximately 2 to 3 months while all the enrollments are approved and implemented

Previous reports:

October 2020 Update: All banking parts of Lockbox have been moved to new service as of 10/21/2020. Still need to move historical correspondence to support follow-up and denials management work. Should be completed by 11/30/2020.

September 2020 Update: Began the first phase of the Lockbox Project in September. This project will allow staff to have better ability to research payments. In addition, all correspondence has now been coming to the Lockbox since 8/12/2020 which provides the staff with more timely access to address payer needs.

Pricing Transparency Project:

January 2021 Update: The public website was updated on 12/27/2020 with all the functionality to see our standard prices as well as to create estimates for the 300 shoppable services as required. Staff in registration and access center have been given non-public access to build estimates for services outside the list of 300. We are working with vendor to get reporting on usage of the system by both internal staff and the public. To date there have been minimal calls relating to the public portal

Previous report:

October 2020 Update: Working with Para as our vendor. Have provided vendor with 12 months of claims data that has been loaded. Have loaded all but 2 payer contracts. Need to validate all data and specifically the data related to the 300 "shoppable services". Working to update the TFHD website with appropriate instructions, terms and critical information. Internal staff will be trained on Para during December. Go-live for public access on track for January 1, 2021.

Changing Billing Clearinghouse Project:

Our current vendor EfficientC from Wisconsin has lacked knowledge of California and Nevada State payer requirements which continues to result in excess unbilled accounts which show in the 200 WQ. Our new clearinghouse, Ability, has nation-wide and more importantly CA and NV clients and experience. Ability is also the company we currently utilize to access the Medicare follow up system. By converting to the new company we are looking to enhance our edits and better coordinate our Medicare follow-up-processes using an integrated system.

**TAHOE FOREST HOSPITAL DISTRICT
JANUARY 2021 FINANCIAL REPORT
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Board of Directors
Of Tahoe Forest Hospital District
JANUARY 2021 FINANCIAL NARRATIVE

The following is the financial narrative analyzing financial and statistical trends for the seven months ended January 31, 2021.

Activity Statistics

- ❑ TFH acute patient days were 438 for the current month compared to budget of 357. This equates to an average daily census of 14.1 compared to budget of 11.5.
- ❑ TFH Outpatient volumes were below budget in the following departments by at least 5%: Emergency Department visits, Hospice visits, Surgery cases, Laboratory tests, Diagnostic Imaging, Mammography, Radiation Oncology procedures, MRI, Ultrasound, Oncology Drugs Sold to Patients, Tahoe City Physical and Occupational Therapy, and Outpatient Physical, Speech, and Occupational Therapy.

Financial Indicators

- ❑ Net Patient Revenue as a percentage of Gross Patient Revenue was 51.96% in the current month compared to budget of 50.82% and to last month's 38.29%. Current year's Net Patient Revenue as a percentage of Gross Patient Revenue was 49.54% compared to budget of 50.80% and prior year's 49.91%.
- ❑ EBIDA was \$3,141,529 (8.6%) for the current month compared to budget of \$2,021,213 (5.6%), or \$1,120,316 (3.0%) above budget.
- ❑ Net Income was \$3,211,526 for the current month compared to budget of \$1,526,940 or \$1,684,586 above budget. Net Income year-to-date was \$16,128,891 compared to budget of \$9,682,509 or \$6,446,382 above budget.
- ❑ Cash Collections for the current month were \$21,675,364, which is 123% of targeted Net Patient Revenue.
- ❑ EPIC Gross Accounts Receivables were \$80,879,990 at the end of January compared to \$87,886,999 at the end of December.

Balance Sheet

- ❑ Working Capital is at 126.4 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 261.7 days. Working Capital cash increased a net \$2,080,000. Accounts Payable decreased \$590,000 and Accrued Payroll & Related Costs decreased \$4,541,000 after paying out the FY20 Gainshare and Incentive Comp. Cash collections were 23% above budget.
- ❑ Net Patient Accounts Receivable decreased approximately \$2,091,000 and Cash collections were 123% of target. EPIC Days in A/R were 67.3 compared to 74.0 at the close of December, a 6.70 days decrease.
- ❑ Other Receivables and GO Bond Receivables decreased \$3,757,000 and \$2,247,000, respectively, after recording the receipt of property tax revenues from Nevada and Placer counties.
- ❑ GO Bond Tax Revenue Fund increased a net \$973,000. The District received its property tax revenues from the counties and remitted the interest payments due on the GO Bonds.
- ❑ Investment in TSC, LLC increased \$394,000 after booking the estimated losses in Truckee Surgery Center for January and truing up the actual losses for July through November.
- ❑ Accounts Payable decreased \$590,000 due to the timing of the final check run in the month.
- ❑ Accrued Payroll & Related Costs decreased a \$4,541,000 after paying out the FY20 Gainshare and Incentive Comp.
- ❑ Interest Payable GO Bond decreased \$1,409,000 after remitting the interest payments due on the GO Bonds.
- ❑ Estimated Settlements, Medi-Cal and Medicare decreased \$1,153,000 after remitting funds due to the Medicare program based on the As-Filed FY20 cost reports.

Operating Revenue

- ❑ Current month’s Total Gross Revenue was \$36,462,204 compared to budget of \$36,198,265 or \$263,939 above budget.
- ❑ Current month’s Gross Inpatient Revenue was \$7,302,716, compared to budget of \$7,014,232 or \$288,484 above budget.
- ❑ Current month’s Gross Outpatient Revenue was \$29,159,488 compared to budget of \$29,184,033 or \$24,545 below budget.
- ❑ Current month’s Gross Revenue Mix was 33.3% Medicare, 17.4% Medi-Cal, .0% County, 2.9% Other, and 46.4% Commercial Insurance compared to budget of 39.1% Medicare, 13.4% Medi-Cal, .0% County, 3.0% Other, and 44.5% Commercial Insurance. Year-to-Date Gross Revenue Mix was 37.2% Medicare, 16.6% Medi-Cal, .0% County, 2.7% Other, and 43.5% Commercial Insurance compared to budget of 39.6% Medicare, 13.4% Medi-Cal, .0% County, 2.9% Other, and 44.1% Commercial Insurance. Last month’s mix was 35.5% Medicare, 17.1% Medi-Cal, .0% County, 2.3% Other, and 45.1% Commercial Insurance.
- ❑ Current month’s Deductions from Revenue were \$17,516,488 compared to budget of \$17,803,760 or \$287,272 below budget. Variance is attributed to the following reasons: 1) Payor mix varied from budget with a 5.83% decrease in Medicare, a 4.03% increase to Medi-Cal, .01% decrease in County, a .11% decrease in Other, and Commercial Insurance was above budget 1.92% 2) Revenues exceeded budget by .7%, and 3) and the District booked additional reserves against its Managed Care reserve while we continue negotiations with our managed care payors.

DESCRIPTION	January 2021 Actual	January 2021 Budget	Variance	BRIEF COMMENTS
Salaries & Wages	6,809,370	7,196,170	386,800	Greater use of PL/LS and budgeted positions not being filled created a positive variance in Salaries and Wages.
Employee Benefits	2,364,248	2,164,163	(200,085)	.
Benefits – Workers Compensation	84,784	82,503	(2,281)	
Benefits – Medical Insurance	1,308,920	1,240,032	(68,888)	
Medical Professional Fees	1,083,891	1,228,507	144,616	TFH and IVCH Therapy volumes fell short of budget and Behavioral Health and Gastroenterology Professional Fees came in below budget, creating a positive variance in this category.
Other Professional Fees	185,464	179,332	(6,132)	Negative variance in Administration for legal services provided for our managed care contract negotiations created a negative variance in Other Professional Fees.
Supplies	2,116,810	2,666,290	549,480	Oncology Drugs Sold to Patients and Drugs Sold to Patients revenues were below budget by 12.11% creating a positive variance in Pharmaceuticals along with Medical Supplies Sold to Patients revenues coming in below budget by 10.22%, creating a positive variance in Patient & Other Medical Supplies.
Purchased Services	2,170,657	1,926,394	(244,263)	Outsourced billing and collection services, outsourced laboratory testing, and IP Pharmacy excess order volumes created a negative variance in Purchased Services.
Other Expenses	850,592	934,075	83,483	Controllable expenses are being closely monitored by Senior Leadership, creating positive variances in a majority of the Other Expenses categories.
Total Expenses	16,974,734	17,617,466	642,732	

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF NET POSITION
JANUARY 2021

ASSETS	Jan-21	Dec-20	Jan-20	
CURRENT ASSETS				
* CASH	\$ 69,481,849	\$ 67,401,974	\$ 27,377,557	1
PATIENT ACCOUNTS RECEIVABLE - NET	25,850,476	27,941,225	24,095,869	2
OTHER RECEIVABLES	7,222,165	10,979,644	6,370,819	3
GO BOND RECEIVABLES	211,287	2,458,135	(4,458)	4
ASSETS LIMITED OR RESTRICTED	8,080,693	8,038,530	8,090,505	
INVENTORIES	3,820,737	3,827,658	3,476,102	
PREPAID EXPENSES & DEPOSITS	2,870,973	2,718,879	2,597,270	
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	13,311,417	13,121,288	14,085,473	
TOTAL CURRENT ASSETS	130,849,598	136,487,333	86,089,138	
NON CURRENT ASSETS				
ASSETS LIMITED OR RESTRICTED:				
* CASH RESERVE FUND	74,384,021	74,384,021	64,390,780	1
MUNICIPAL LEASE 2018	1,736,531	1,736,531	2,903,410	
TOTAL BOND TRUSTEE 2017	20,531	20,531	20,459	
TOTAL BOND TRUSTEE 2015	964,138	827,041	961,896	
TOTAL BOND TRUSTEE GO BOND	5,764	5,764	-	
GO BOND TAX REVENUE FUND	1,918,539	945,655	1,900,789	5
DIAGNOSTIC IMAGING FUND	3,343	3,343	3,307	5
DONOR RESTRICTED FUND	1,137,882	1,137,882	1,131,399	
WORKERS COMPENSATION FUND	4,488	(1,275)	38,043	
TOTAL	80,175,237	79,059,493	71,350,085	
LESS CURRENT PORTION	(8,080,693)	(8,038,530)	(8,090,505)	
TOTAL ASSETS LIMITED OR RESTRICTED - NET	72,094,544	71,020,963	63,259,579	
NONCURRENT ASSETS AND INVESTMENTS:				
INVESTMENT IN TSC, LLC	(1,545,885)	(1,940,357)	(391,893)	6
PROPERTY HELD FOR FUTURE EXPANSION	909,072	909,072	883,198	
PROPERTY & EQUIPMENT NET	175,846,055	176,449,767	177,322,477	
GO BOND CIP, PROPERTY & EQUIPMENT NET	1,892,234	1,828,443	1,792,440	
TOTAL ASSETS	380,045,617	384,755,221	328,954,938	
DEFERRED OUTFLOW OF RESOURCES:				
DEFERRED LOSS ON DEFEASANCE	365,259	368,491	404,047	
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	1,658,300	1,658,300	1,343,392	
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	5,248,242	5,271,946	5,532,698	
GO BOND DEFERRED FINANCING COSTS	512,033	514,354	431,331	
DEFERRED FINANCING COSTS	155,001	156,042	167,485	
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 7,938,835	\$ 7,969,133	\$ 7,878,952	
LIABILITIES				
CURRENT LIABILITIES				
ACCOUNTS PAYABLE	\$ 6,040,644	\$ 6,630,560	\$ 6,683,310	7
ACCRUED PAYROLL & RELATED COSTS	16,510,589	21,051,683	13,635,604	8
INTEREST PAYABLE	436,310	519,335	445,664	
INTEREST PAYABLE GO BOND	5,667	1,415,096	126,496	9
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	21,272,852	22,425,422	1,698,103	10
HEALTH INSURANCE PLAN	2,311,155	2,275,881	2,042,670	
WORKERS COMPENSATION PLAN	2,173,244	2,173,244	2,396,860	
COMPREHENSIVE LIABILITY INSURANCE PLAN	1,362,793	1,362,793	1,172,232	
CURRENT MATURITIES OF GO BOND DEBT	1,715,000	1,715,000	1,330,000	
CURRENT MATURITIES OF OTHER LONG TERM DEBT	3,828,809	3,828,809	2,585,948	
TOTAL CURRENT LIABILITIES	55,657,064	63,397,824	32,116,887	
NONCURRENT LIABILITIES				
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	28,726,990	28,919,702	33,751,598	
GO BOND DEBT NET OF CURRENT MATURITIES	97,614,989	97,632,945	99,406,143	
DERIVATIVE INSTRUMENT LIABILITY	1,658,300	1,658,300	1,343,392	
TOTAL LIABILITIES	183,657,343	191,608,771	166,618,021	
NET ASSETS				
NET INVESTMENT IN CAPITAL ASSETS	203,189,226	199,977,700	169,084,471	
RESTRICTED	1,137,882	1,137,882	1,131,399	
TOTAL NET POSITION	\$ 204,327,108	\$ 201,115,582	\$ 170,215,870	

* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF NET POSITION
JANUARY 2021

1. Working Capital is at 126.4 days (policy is 30 days). Days Cash on Hand (S&P calculation) is 261.7 days. Working Capital cash increased a net \$2,080,000. Accounts Payable decreased \$590,000 (See Note 7) and Accrued Payroll & Related Costs decreased \$4,541,000 after paying out the FY20 Gainshare and Incentive Comp (See Note 7). Cash collections were above budget by 23%.
2. Net Patient Accounts Receivable decreased approximately \$2,091,000. Cash collections were 123% of target. The District booked additional amounts against its Managed Care reserve. EPIC Days in A/R were 67.3 compared to 74.0 at the close of December, a 6.70 days decrease.
3. Other Receivables decreased \$3,757,000 after recording receipt of property tax revenues from Nevada and Placer counties.
4. GO Bond Receivables decreased \$2,247,000 after recording receipt of property tax revenues from Nevada and Placer counties.
5. GO Bond Tax Revenue Fund increased a net \$973,000. The District recorded receipt of the GO Bond Property Tax revenues and remitted the interest payments due on the GO Bonds.
6. Investment in TSC, LLC increased \$394,000 after booking the estimated losses in Truckee Surgery Center, LLC for January and trueing up the actual losses for July through November.
7. Accounts Payable decreased \$590,000 due to the timing of the final check run in January.
8. Accrued Payroll & Related Costs decreased \$4,541,000 after paying out the FY20 Gainshare and Incentive Comp.
9. Interest Payable GO Bond decreased \$1,409,000 after remitting the interest payments due on the GO Bonds.
10. Estimated Settlements, Medi-Cal and Medicare decreased \$1,153,000 after remitting funds due to the Medicare program based on the As-Filed FY20 cost report.

**Tahoe Forest Hospital District
Cash Investment
January 2021**

WORKING CAPITAL			
US Bank	\$ 68,339,542	0.01%	
US Bank/Kings Beach Thrift Store	92,885		
US Bank/Truckee Thrift Store	34,120		
US Bank/Payroll Clearing	-		
Umpqua Bank	<u>1,015,302</u>	0.05%	
Total			\$ 69,481,849
 BOARD DESIGNATED FUNDS			
US Bank Savings	\$ -	0.01%	
Capital Equipment Fund	<u>-</u>		
Total			\$ -
 Building Fund			
Cash Reserve Fund	\$ -		
Local Agency Investment Fund	<u>74,384,021</u>	0.46%	
			\$ 74,384,021
Municipal Lease 2018			\$ 1,736,531
Bonds Cash 2017			\$ 20,531
Bonds Cash 2015			\$ 964,138
GO Bonds Cash 2008			\$ 1,924,303
 DX Imaging Education			
Workers Comp Fund - B of A	\$ 3,343		
	4,488		
 Insurance			
Health Insurance LAIF	-		
Comprehensive Liability Insurance LAIF	<u>-</u>		
Total			\$ <u>7,831</u>
TOTAL FUNDS			\$ 148,519,203
 RESTRICTED FUNDS			
Gift Fund			
US Bank Money Market	\$ 8,361	0.01%	
Foundation Restricted Donations	27,309		
Local Agency Investment Fund	<u>1,102,212</u>	0.46%	
TOTAL RESTRICTED FUNDS			\$ <u>1,137,882</u>
TOTAL ALL FUNDS			\$ <u><u>149,657,086</u></u>

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUES, EXPENSES, AND CHANGES IN NET POSITION
JANUARY 2021

CURRENT MONTH					YEAR TO DATE					PRIOR YTD JAN 2020
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%		
OPERATING REVENUE										
\$ 36,462,204	\$ 36,198,265	\$ 263,939	0.7%	Total Gross Revenue	\$ 259,518,481	\$ 248,880,640	\$ 10,637,841	4.3%	1	\$ 241,161,456
Gross Revenues - Inpatient										
\$ 3,399,191	\$ 2,642,759	\$ 756,432	28.6%	Daily Hospital Service	\$ 23,937,046	\$ 20,378,408	\$ 3,558,638	17.5%		\$ 20,934,062
3,903,525	4,371,473	(467,948)	-10.7%	Ancillary Service - Inpatient	29,590,389	31,948,900	(2,358,511)	-7.4%		34,553,465
7,302,716	7,014,232	288,484	4.1%	Total Gross Revenue - Inpatient	53,527,435	52,327,308	1,200,127	2.3%	1	55,487,527
Gross Revenue - Outpatient										
29,159,488	29,184,033	(24,545)	-0.1%	Total Gross Revenue - Outpatient	205,991,046	196,553,332	9,437,714	4.8%		185,673,929
29,159,488	29,184,033	(24,545)	-0.1%		205,991,046	196,553,332	9,437,714	4.8%	1	185,673,929
Deductions from Revenue:										
13,489,929	15,827,343	2,337,415	14.8%	Contractual Allowances	115,020,394	108,900,534	(6,119,860)	-5.6%	2	108,829,076
2,000,000	-	(2,000,000)	0.0%	Managed Care Reserve	3,000,000	-	(3,000,000)	0.0%	2	-
1,144,607	1,113,122	(31,485)	-2.8%	Charity Care	8,792,899	7,645,266	(1,147,633)	-15.0%	2	9,049,944
-	-	-	0.0%	Charity Care - Catastrophic Events	-	-	-	0.0%	2	-
881,952	863,295	(18,657)	-2.2%	Bad Debt	4,154,739	5,903,919	1,749,180	29.6%	2	4,291,014
-	-	-	0.0%	Prior Period Settlements	-	-	-	0.0%	2	(1,365,081)
17,516,488	17,803,760	287,272	1.6%	Total Deductions from Revenue	130,968,032	122,449,719	(8,518,313)	-7.0%		120,804,953
81,204	106,136	24,932	23.5%	Property Tax Revenue- Wellness Neighborhood	603,213	860,658	257,445	29.9%		690,730
1,089,344	1,138,038	(48,694)	-4.3%	Other Operating Revenue	7,218,549	7,306,148	(87,599)	-1.2%	3	7,860,594
20,116,264	19,638,679	477,585	2.4%	TOTAL OPERATING REVENUE	136,372,211	134,597,727	1,774,484	1.3%		128,907,827
OPERATING EXPENSES										
6,809,370	7,196,170	386,800	5.4%	Salaries and Wages	47,180,993	49,445,559	2,264,566	4.6%	4	40,881,944
2,364,248	2,164,163	(200,085)	-9.2%	Benefits	15,644,679	14,772,828	(871,851)	-5.9%	4	13,966,945
84,784	82,503	(2,281)	-2.8%	Benefits Workers Compensation	617,012	577,524	(39,488)	-6.8%	4	617,971
1,308,920	1,240,032	(68,888)	-5.6%	Benefits Medical Insurance	7,958,221	8,680,226	722,005	8.3%	4	7,361,495
1,083,891	1,228,507	144,616	11.8%	Medical Professional Fees	7,890,837	8,323,964	433,127	5.2%	5	11,701,733
185,464	179,332	(6,132)	-3.4%	Other Professional Fees	1,260,573	1,383,288	122,715	8.9%	5	1,786,467
2,116,810	2,666,290	549,480	20.6%	Supplies	18,342,298	18,702,716	360,418	1.9%	6	17,717,781
2,170,657	1,926,394	(244,263)	-12.7%	Purchased Services	12,914,658	13,100,391	185,733	1.4%	7	11,697,880
850,592	934,075	83,483	8.9%	Other	5,597,221	6,350,482	753,261	11.9%	8	4,936,223
16,974,734	17,617,466	642,732	3.6%	TOTAL OPERATING EXPENSE	117,406,492	121,336,978	3,930,486	3.2%		110,668,439
3,141,529	2,021,213	1,120,316	55.4%	NET OPERATING REVENUE (EXPENSE) EBIDA	18,965,719	13,260,749	5,704,970	43.0%		18,239,388
NON-OPERATING REVENUE/(EXPENSE)										
701,874	615,935	85,939	14.0%	District and County Taxes	4,512,289	4,193,836	318,453	7.6%	9	3,576,353
417,352	417,352	(0)	0.0%	District and County Taxes - GO Bond	2,921,461	2,921,461	0	0.0%		2,890,436
60,918	69,662	(8,744)	-12.6%	Interest Income	487,360	501,213	(13,853)	-2.8%	10	1,186,272
-	-	-	0.0%	Interest Income-GO Bond	-	-	-	0.0%		-
60,076	87,710	(27,634)	-31.5%	Donations	383,692	613,968	(230,276)	-37.5%	11	244,675
394,472	(133,333)	527,805	395.9%	Gain/(Loss) on Joint Investment	(405,526)	(933,331)	527,805	56.6%	12	(843,678)
-	-	-	0.0%	Gain/(Loss) on Disposal of Property	-	-	-	0.0%	12	-
-	-	-	0.0%	Gain/ (Loss) on Sale of Equipment	-	-	-	0.0%	13	7,200
-	-	-	100.0%	COVID-19 Emergency Funding	178,483	-	178,483	100.0%	14	-
(1,164,585)	(1,155,923)	(8,662)	-0.7%	Depreciation	(8,091,437)	(8,091,461)	24	0.0%	15	(8,081,478)
(110,153)	(112,373)	2,220	2.0%	Interest Expense	(782,788)	(797,221)	14,434	1.8%	16	(838,479)
(289,956)	(283,303)	(6,653)	-2.3%	Interest Expense-GO Bond	(2,040,362)	(1,986,706)	(53,656)	-2.7%		(2,161,930)
69,997	(494,273)	564,270	114.2%	TOTAL NON-OPERATING REVENUE/(EXPENSE)	(2,836,828)	(3,578,241)	741,413	20.7%		(4,020,629)
\$ 3,211,526	\$ 1,526,940	\$ 1,684,586	110.3%	INCREASE (DECREASE) IN NET POSITION	\$ 16,128,891	\$ 9,682,509	\$ 6,446,382	66.6%		\$ 14,218,759
NET POSITION - BEGINNING OF YEAR					188,198,218					
NET POSITION - AS OF JANUARY 31, 2021					\$ 204,327,108					
8.6%	5.6%	3.0%		RETURN ON GROSS REVENUE EBIDA	7.3%	5.3%	2.0%			7.6%

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
JANUARY 2021

		Variance from Budget	
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		JAN 2021	YTD 2021
1) Gross Revenues			
Acute Patient Days were above budget 22.69% or 81 days. Swing Bed days were below budget 37.50% or 12 days. Inpatient Ancillary revenues were below budget due to the lower acuity levels in our patients.	Gross Revenue -- Inpatient	\$ 288,484	\$ 1,200,127
	Gross Revenue -- Outpatient	(24,545)	9,437,714
	Gross Revenue -- Total	\$ 263,939	\$ 10,637,841
Outpatient volumes were below budget in the following departments: Emergency Department visits, Surgical cases, Laboratory tests, Oncology Lab, Diagnostic Imaging, Mammography, Radiation Oncology procedures, MRI, Ultrasound, Oncology Drugs, Tahoe City Physical Therapy, Tahoe City Occupational Therapy, and Outpatient Physical Therapy, Speech Therapy, and Occupational Therapy.			
2) Total Deductions from Revenue			
The payor mix for January shows a 5.83% decrease to Medicare, a 4.03% increase to Medi-Cal, .11% decrease to Other, .01% decrease to County, and a 1.92% increase to Commercial when compared to budget. We saw a positive variance in Contractual Allowances due to a shift in Payor Mix and Days in A/R over 120 Days decreased 12.03%, resulting in a pickup of prior month reserves.	Contractual Allowances	\$ 2,337,415	\$ (6,119,860)
	Managed Care	(2,000,000)	(3,000,000)
	Charity Care	(31,485)	(1,147,633)
	Charity Care - Catastrophic	-	-
	Bad Debt	(18,657)	1,749,180
	Prior Period Settlements	-	-
	Total	\$ 287,272	\$ (8,518,313)
We reserved additional amounts against our Managed Care reserve while we continue contract negotiations with our managed care payors.			
3) Other Operating Revenue			
Retail Pharmacy revenues were below budget 16.30%.	Retail Pharmacy	\$ (62,594)	\$ (68,522)
	Hospice Thrift Stores	(10,865)	44,001
	The Center (non-therapy)	8,119	(54,831)
	IVCH ER Physician Guarantee	(56,046)	(129,679)
	Children's Center	5,920	26,658
	Miscellaneous	(26,479)	27,359
	Oncology Drug Replacement	-	-
	Grants	93,250	67,416
	Total	\$ (48,694)	\$ (87,599)
Rebates & Refunds fell short of budget, creating a negative variance in Miscellaneous.			
IVCH ER Physician Guarantee is tied to collections which fell short of budget in January.			
We applied for and received a grant from the Department of Health Care Services to help support our Behavioral Health program.			
4) Salaries and Wages			
Greater use of Paid Leave and Sick Leave helped create a positive variance in Salaries and Wages. Positive variance is also attributed to budgeted position not being filled.	Total	\$ 386,800	\$ 2,264,566
Employee Benefits			
Negative variance in PL/SL related to an increase in leaves and mandatory quarantines due to COVID-19 or possible COVID-19 exposures.	PL/SL	\$ (70,675)	\$ (572,516)
	Nonproductive	(63,535)	(162,240)
	Pension/Deferred Comp	-	(165,691)
	Standby	(19,868)	(513)
	Other	(46,006)	29,109
	Total	\$ (200,085)	\$ (871,851)
Negative variance in Nonproductive related to holiday gifts purchased for staff in lieu of hosting a Holiday Party.			
Employee Benefits - Workers Compensation	Total	\$ (2,281)	\$ (39,488)
Employee Benefits - Medical Insurance	Total	\$ (68,888)	\$ 722,005
5) Professional Fees			
Therapy volumes were under budget 26.72%, creating a positive variance in The Center (includes OP Therapy).	TFH/IVCH Therapy Services	\$ 84	\$ (66,795)
	Information Technology	22,635	(54,798)
	Medical Staff Services	(2,433)	(17,307)
	The Center (includes OP Therapy)	21,944	(9,624)
	Corporate Compliance	(5,199)	(5,199)
	Truckee Surgery Center	-	-
	Patient Accounting/Admitting	-	-
	Respiratory Therapy	-	-
	Managed Care	(1,679)	4,886
	Multi-Specialty Clinics Administration	(1,243)	8,669
	Sleep Clinic	9,013	11,608
	Marketing	(600)	11,800
	Financial Administration	(6,175)	22,460
	Home Health/Hospice	15,015	27,610
	Human Resources	15,301	33,123
	TFH Locums	23,546	36,919
	Administration	(44,905)	39,163
	IVCH ER Physicians	17,646	49,298
	Oncology	21,342	125,599
	Miscellaneous	18,476	145,127
	Multi-Specialty Clinics	35,716	193,306
	Total	\$ 138,484	\$ 555,842
Behavioral Health and Gastroenterology professional fees came in below budget, creating a positive variance in Multi-Specialty Clinics.			
Positive variance in Home Health/Hospice related to a decline in therapy services in the month of January.			
Legal services provided to Human Resources came in below budget.			
Negative variance in Administration is a result of legal services provided to the District for our managed care contract negotiations.			

TAHOE FOREST HOSPITAL DISTRICT
NOTES TO STATEMENT OF REVENUE, EXPENSES, AND CHANGES IN NET POSITION
JANUARY 2021

		Variance from Budget	
		Fav / <Unfav>	
		JAN 2021	YTD 2021
6) <u>Supplies</u>			
Drugs Sold to Patients and Oncology Drugs Sold to Patients revenues fell short of budget by 12.11%, creating a positive variance in Pharmacy Supplies.	Pharmacy Supplies	\$ 438,270	\$ (139,970)
	Office Supplies	5,559	35,579
	Minor Equipment	(15,517)	40,147
	Food	13,706	69,652
	Other Non-Medical Supplies	31,167	136,802
Medical Supplies Sold to Patients revenues fell short of budget 10.22%, creating a positive variance in Patient & Other Medical Supplies.	Patient & Other Medical Supplies	76,294	218,207
	Total	\$ 549,480	\$ 360,418
7) <u>Purchased Services</u>			
Outsourced billing and collection services created a negative variance in Patient Accounting.	Patient Accounting	\$ (100,855)	\$ (689,073)
	Laboratory	(17,198)	(29,354)
	Home Health/Hospice	(6,889)	(8,236)
	Pharmacy IP	(16,455)	1,572
Outsourced lab testing created a negative variance in Laboratory.	Community Development	727	15,483
	Diagnostic Imaging Services - All	(18,222)	15,992
Excess order volume fees created a negative variance in Pharmacy IP.	Human Resources	(10,391)	29,804
	Information Technology	15,062	41,575
	The Center	1,300	73,305
Radiology reads came in above budget, creating a negative variance in Diagnostic Imaging - All.	Department Repairs	(4,101)	83,484
	Multi-Specialty Clinics	25,765	162,681
	Miscellaneous	(120,581)	212,063
Outsourced COVID testing through Renown created a negative variance in Miscellaneous.	Medical Records	7,574	276,437
	Total	\$ (244,263)	\$ 185,733
8) <u>Other Expenses</u>			
Natural Gas/Propane, Electricity, Water/Sewer, and Telephone costs exceeded budget, creating a negative variance in Utilities.	Multi-Specialty Clinics Bldg Rent	\$ (1,987)	\$ (2,613)
	Multi-Specialty Clinics Equip Rent	(52)	(1,955)
	Human Resources Recruitment	1,652	(1,680)
Negative variance in Marketing related to Billboard Snipes, Website Maintenance, Yellow Page advertising and advertising with local media partners.	Utilities	(15,820)	14,963
	Insurance	6,700	24,243
	Marketing	(88,945)	29,781
Budgeted Building Rent for anticipated increases in office space needs did not transpire in January creating a positive variance in Other Building Rent.	Equipment Rent	(1,446)	33,674
	Miscellaneous	105,671	44,807
	Dues and Subscriptions	7,026	51,943
	Other Building Rent	30,670	68,136
	Physician Services	(349)	87,245
	Outside Training & Travel	40,364	404,718
	Total	\$ 83,483	\$ 753,261
9) <u>District and County Taxes</u>	Total	\$ 85,939	\$ 318,453
10) <u>Interest Income</u>	Total	\$ (8,744)	\$ (13,853)
11) <u>Donations</u>	IVCH	\$ (37,250)	\$ (181,787)
	Operational	9,616	(48,489)
	Total	\$ (27,634)	\$ (230,276)
12) <u>Gain/(Loss) on Joint Investment</u>	Total	\$ 527,805	\$ 527,805
The District trued-up its losses in TSC, LLC through November based on actual financial performance, creating a positive variance.			
13) <u>Gain/(Loss) on Sale or Disposal of Assets</u>	Total	\$ -	\$ -
14) <u>COVID-19 Emergency Funding</u>	Total	\$ -	\$ 178,483
15) <u>Depreciation Expense</u>	Total	\$ (8,662)	\$ 24
16) <u>Interest Expense</u>	Total	\$ 2,220	\$ 14,434

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
JANUARY 2021

CURRENT MONTH				YEAR TO DATE				PRIOR YTD JANUARY 2020		
ACTUAL	BUDGET	VAR\$	VAR%		ACTUAL	BUDGET	VAR\$	VAR%		
				OPERATING REVENUE						
\$ 2,053,489	\$ 2,410,602	\$ (357,113)	-14.8%	Total Gross Revenue	\$ 15,470,002	\$ 15,688,769	\$ (218,767)	-1.4%	1	\$ 15,935,232
				Gross Revenues - Inpatient						
\$ -	\$ 4,311	\$ (4,311)	-100.0%	Daily Hospital Service	\$ 32,152	\$ 46,600	\$ (14,448)	-31.0%		\$ 16,423
-	2,312	(2,312)	-100.0%	Ancillary Service - Inpatient	19,342	29,499	(10,158)	-34.4%		18,864
-	6,623	(6,623)	-100.0%	Total Gross Revenue - Inpatient	51,494	76,099	(24,606)	-32.3%	1	35,287
2,053,489	2,403,979	(350,490)	-14.6%	Gross Revenue - Outpatient	15,418,508	15,612,670	(194,162)	-1.2%		15,899,945
2,053,489	2,403,979	(350,490)	-14.6%	Total Gross Revenue - Outpatient	15,418,508	15,612,670	(194,162)	-1.2%	1	15,899,945
				Deductions from Revenue:						
653,070	943,201	290,131	30.8%	Contractual Allowances	5,955,044	6,160,740	205,696	3.3%	2	7,048,060
84,301	96,424	12,123	12.6%	Charity Care	666,187	627,551	(38,636)	-6.2%	2	790,815
-	-	-	0.0%	Charity Care - Catastrophic Events	-	-	-	0.0%	2	-
105,969	96,424	(9,545)	-9.9%	Bad Debt	306,395	627,551	321,156	51.2%	2	704,558
-	-	-	0.0%	Prior Period Settlements	-	-	-	0.0%	2	(130,220)
843,340	1,136,049	292,709	25.8%	Total Deductions from Revenue	6,927,625	7,415,842	488,217	6.6%	2	8,413,213
58,650	119,433	(60,783)	-50.9%	Other Operating Revenue	549,998	679,538	(129,540)	-19.1%	3	755,605
1,268,800	1,393,986	(125,186)	-9.0%	TOTAL OPERATING REVENUE	9,092,375	8,952,465	139,910	1.6%		8,277,624
				OPERATING EXPENSES						
396,988	451,931	54,943	12.2%	Salaries and Wages	2,786,845	3,026,993	240,148	7.9%	4	2,381,257
155,109	135,785	(19,324)	-14.2%	Benefits	917,026	889,833	(27,193)	-3.1%	4	923,687
1,525	5,089	3,565	70.0%	Benefits Workers Compensation	10,671	35,624	24,953	70.0%	4	46,554
86,875	71,375	(15,500)	-21.7%	Benefits Medical Insurance	451,689	499,623	47,934	9.6%	4	421,400
213,891	250,106	36,215	14.5%	Medical Professional Fees	1,556,817	1,609,767	52,950	3.3%	5	1,867,236
2,218	2,117	(101)	-4.7%	Other Professional Fees	14,035	14,822	787	5.3%	5	12,326
46,002	61,186	15,184	24.8%	Supplies	371,317	430,373	59,056	13.7%	6	394,278
82,581	69,261	(13,320)	-19.2%	Purchased Services	470,081	448,929	(21,152)	-4.7%	7	394,198
89,171	80,622	(8,549)	-10.6%	Other	559,635	576,723	17,088	3.0%	8	487,627
1,074,358	1,127,472	53,114	4.7%	TOTAL OPERATING EXPENSE	7,138,117	7,532,687	394,570	5.2%		6,928,563
194,441	266,514	(72,073)	-27.0%	NET OPERATING REV(EXP) EBIDA	1,954,257	1,419,778	534,479	37.6%		1,349,061
				NON-OPERATING REVENUE/(EXPENSE)						
-	37,250	(37,250)	-100.0%	Donations-IVCH	78,963	260,750	(181,787)	-69.7%	9	13,656
-	-	-	0.0%	Gain/ (Loss) on Sale	-	-	-	0.0%	10	-
-	-	-	100.0%	COVID-19 Emergency Funding	3,064	-	3,064	100.0%	11	-
(67,653)	(67,653)	0	0.0%	Depreciation	(473,570)	(473,570)	(0)	0.0%	11	(459,731)
(67,653)	(30,403)	(37,250)	-122.5%	TOTAL NON-OPERATING REVENUE/(EXP)	(391,543)	(212,820)	(178,723)	-84.0%		(446,075)
\$ 126,788	\$ 236,111	\$ (109,323)	-46.3%	EXCESS REVENUE(EXPENSE)	\$ 1,562,714	\$ 1,206,958	\$ 355,756	29.5%		\$ 902,986
9.5%	11.1%	-1.6%		RETURN ON GROSS REVENUE EBIDA	12.6%	9.0%	3.6%			8.5%

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
JANUARY 2021**

		<u>Variance from Budget</u>	
		<u>Fav<Unfav></u>	
		<u>JAN 2021</u>	<u>YTD 2021</u>
1) <u>Gross Revenues</u>			
Acute Patient Days were below budget by 1 at 0 and Observation Days were below budget by 1 at 0.	Gross Revenue -- Inpatient	\$ (6,623)	\$ (24,606)
	Gross Revenue -- Outpatient	(350,490)	(194,162)
		<u>\$ (357,113)</u>	<u>\$ (218,767)</u>
Outpatient volumes were below budget in Surgery cases, Diagnostic Imaging, Cat Scans, Drugs Sold to Patients, Physical Therapy, and Speech Therapy.			
2) <u>Total Deductions from Revenue</u>			
We saw a shift in our payor mix with a 4.92% decrease in Medicare, a .11% decrease in Medicaid, a 6.02% increase in Commercial insurance, a .98% decrease in Other, and County was at budget. We saw a positive variance in Contractual Allowances due to the shift from Medicare to Commercial and revenues coming in below budget 14.8%.	Contractual Allowances	\$ 290,131	\$ 205,696
	Charity Care	12,123	(38,636)
	Charity Care-Catastrophic Event	-	-
	Bad Debt	(9,545)	321,156
	Prior Period Settlement	-	-
	Total	<u>\$ 292,709</u>	<u>\$ 488,217</u>
3) <u>Other Operating Revenue</u>			
IVCH ER Physician Guarantee is tied to collections which fell short of budget in January.	IVCH ER Physician Guarantee	\$ (56,046)	\$ (129,679)
	Miscellaneous	(4,737)	139
	Total	<u>\$ (60,783)</u>	<u>\$ (129,540)</u>
4) <u>Salaries and Wages</u>			
	Total	<u>\$ 54,943</u>	<u>\$ 240,148</u>
<u>Employee Benefits</u>			
	PL/SL	\$ (5,129)	\$ (40,967)
	Pension/Deferred Comp	-	(10,118)
	Standby	(14,641)	(39,024)
	Other	(2,210)	108
	Nonproductive	2,656	62,807
	Total	<u>\$ (19,324)</u>	<u>\$ (27,193)</u>
<u>Employee Benefits - Workers Compensation</u>			
	Total	<u>\$ 3,565</u>	<u>\$ 24,953</u>
<u>Employee Benefits - Medical Insurance</u>			
	Total	<u>\$ (15,500)</u>	<u>\$ 47,934</u>
5) <u>Professional Fees</u>			
Therapy Services volumes came in below budget 25.15%, creating a positive variance in this category.	Therapy Services	\$ 9,119	\$ (12,124)
	Administration	-	-
	Miscellaneous	20	189
	Foundation	(100)	788
	Multi-Specialty Clinics	417	3,979
	Sleep Clinic	9,013	11,608
	IVCH ER Physicians	17,646	49,298
	Total	<u>\$ 36,114</u>	<u>\$ 53,737</u>
Sleep Clinic professional fees are tied to collections which fell short of budget in January, creating a positive variance in this category.			
6) <u>Supplies</u>			
Drugs Sold to Patients revenue came in below budget 47.23%, creating a positive variance in Pharmacy Supplies.	Minor Equipment	\$ (1,702)	\$ (3,008)
	Office Supplies	521	743
	Pharmacy Supplies	14,699	4,287
	Food	762	4,568
	Non-Medical Supplies	2,125	8,749
	Patient & Other Medical Supplies	(1,220)	43,718
	Total	<u>\$ 15,184</u>	<u>\$ 59,056</u>

**INCLINE VILLAGE COMMUNITY HOSPITAL
NOTES TO STATEMENT OF REVENUE AND EXPENSE
JANUARY 2021**

		<u>Variance from Budget</u>	
		<u>Fav<Unfav></u>	
		<u>JAN 2021</u>	<u>YTD 2021</u>
7) <u>Purchased Services</u>			
Outsourced lab testing created a negative variance in Laboratory.	Laboratory	\$ (20,203)	\$ (63,745)
	Multi-Specialty Clinics	(4,641)	(5,150)
	Pharmacy	-	(982)
	Surgical Services	-	-
	Foundation	3,342	3,116
	Diagnostic Imaging Services - All	130	5,457
	Miscellaneous	1,322	7,303
	Engineering/Plant/Communications	1,736	7,363
	EVS/Laundry	(42)	8,494
	Department Repairs	5,037	16,993
	Total	<u>\$ (13,320)</u>	<u>\$ (21,152)</u>
8) <u>Other Expenses</u>			
Transfer of Laboratory Labor costs from TFH to IVCH created a negative variance in Miscellaneous.	Miscellaneous	\$ (8,764)	\$ (69,121)
	Physician Services	-	-
	Multi-Specialty Clinics Bldg Rent	-	-
Digital media campaigns created a negative variance in Marketing.	Marketing	(5,322)	570
	Insurance	556	2,009
	Other Building Rent	200	3,600
Controllable expenses are being monitored closely by Senior Leadership, creating positive variances in the remaining Other Expenses categories.	Equipment Rent	1,083	5,618
	Dues and Subscriptions	1,439	10,789
	Outside Training & Travel	2,608	25,535
	Utilities	(349)	38,089
	Total	<u>\$ (8,549)</u>	<u>\$ 17,088</u>
9) <u>Donations</u>	Total	<u>\$ (37,250)</u>	<u>\$ (181,787)</u>
10) <u>Gain/(Loss) on Sale</u>	Total	<u>\$ -</u>	<u>\$ -</u>
11) <u>COVID-19 Emergency Funding</u>	Total	<u>\$ -</u>	<u>\$ 3,064</u>
12) <u>Depreciation Expense</u>	Total	<u>\$ -</u>	<u>\$ -</u>

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	AUDITED FYE 2020		BUDGET FYE 2021	PROJECTED FYE 2021	JAN 2021	BUDGET JAN 2021	DIFFERENCE	ACTUAL 1ST QTR	ACTUAL 2ND QTR	PROJECTED 3RD QTR	BUDGET 4TH QTR
Net Operating Rev/(Exp) - EBIDA	\$ 23,464,178		\$ 11,554,001	\$ 24,555,376	\$ 3,141,529	\$ 2,021,213	\$ 1,120,316	\$ 12,044,806	\$ 3,813,478	\$ 5,373,326	\$ 3,323,766
Interest Income	1,554,599		877,531	724,183	118,625	208,904	(90,279)	243,422	159,577	118,625	202,558
Property Tax Revenue	7,928,820		8,147,000	8,178,556	4,527,597	4,400,000	127,597	520,960	-	4,527,597	3,130,000
Donations	1,327,474		814,000	688,502	1,481	68,000	(66,519)	157,169	189,852	137,481	204,000
Emergency Funds	13,521,428		-	178,483	-	-	-	169,967	8,516	-	-
Debt Service Payments	(4,863,882)		(5,088,979)	(4,748,972)	(518,061)	(508,137)	(9,924)	(1,407,361)	(1,058,306)	(1,224,159)	(1,059,147)
Property Purchase Agreement	(805,927)		(811,932)	(744,269)	(67,661)	(67,661)	0	(135,321)	(202,982)	(202,983)	(202,983)
2018 Municipal Lease	(1,574,216)		(1,717,332)	(1,574,218)	(143,111)	(143,111)	0	(286,221)	(429,332)	(429,333)	(429,333)
Copier	(62,040)		(62,160)	(59,702)	(4,790)	(5,180)	390	(14,320)	(14,691)	(15,150)	(15,540)
2017 VR Demand Bond	(790,555)		(852,391)	(862,705)	(165,402)	(155,088)	(10,314)	(697,303)	-	(165,402)	-
2015 Revenue Bond	(1,631,144)		(1,645,164)	(1,508,079)	(137,097)	(137,097)	(0)	(274,195)	(411,301)	(411,291)	(411,291)
Physician Recruitment	(263,670)		(287,500)	(247,500)	-	(25,000)	25,000	(22,500)	(100,000)	(50,000)	(75,000)
Investment in Capital											
Equipment	(3,468,675)		(3,509,190)	(3,509,190)	(195,103)	(616,901)	421,798	(529,968)	(407,461)	(1,850,704)	(721,057)
Municipal Lease Reimbursement	1,164,582		2,354,714	2,379,977	-	-	-	-	625,263	1,000,000	754,714
IT/EMR/Business Systems	(2,651,366)		(1,284,350)	(1,284,350)	(2,700)	(289,765)	287,065	(88,573)	(72,481)	(869,296)	(254,000)
Building Projects/Properties	(7,856,428)		(18,578,626)	(18,578,626)	(425,821)	(2,912,469)	2,486,648	(486,449)	(4,434,565)	(8,737,407)	(4,920,205)
Change in Accounts Receivable	(3,309,147)	N1	2,353,530	3,082,260	2,090,749	(55,867)	2,146,616	(924,092)	2,475,352	1,435,344	95,656
Change in Settlement Accounts	16,684,541	N2	(8,164,723)	(5,159,185)	(1,342,699)	(1,977,411)	634,712	1,300,582	(2,971,411)	(5,477,722)	1,989,366
Change in Other Assets	10,896	N3	(2,400,000)	(1,801,886)	(101,689)	(200,000)	98,311	(930,859)	230,662	(501,689)	(600,000)
Change in Other Liabilities	2,723,035	N4	900,000	(4,718,712)	(5,214,035)	500,000	(5,714,035)	(698,019)	993,342	(3,814,035)	(1,200,000)
Change in Cash Balance	45,966,385		(12,312,592)	(261,083)	2,079,874	612,566	1,467,308	9,349,085	(548,182)	(9,932,637)	870,650
Beginning Unrestricted Cash	87,018,706		132,985,091	132,985,091	141,785,995	141,785,995	-	132,985,091	142,334,176	141,785,994	131,853,357
Ending Unrestricted Cash	132,985,091		120,672,499	132,724,008	143,865,869	142,398,561	1,467,308	142,334,176	141,785,994	131,853,357	132,724,008
Operating Cash	112,604,555		110,482,231	117,438,605	123,485,332	122,018,024	1,467,308	121,953,639	121,405,457	111,472,820	117,438,605
Medicare Accelerated Payments	20,380,537		10,190,269	15,285,403	20,380,537	20,380,537	-	20,380,537	20,380,537	20,380,537	15,285,403
Expense Per Day	541,117		571,731	560,923	549,718	568,066	(18,348)	534,403	549,480	555,545	560,923
Days Cash On Hand	246		211	237	262	251	11	266	258	237	237
Days Cash On Hand - Operating Cash Only	208		193	209	225	215	10	228	221	201	209

Footnotes:

N1 - Change in Accounts Receivable reflects the 30 day delay in collections.

N2 - Change in Settlement Accounts reflect cash flows in and out related to prior year and current year Medicare and Medi-Cal settlement accounts.

N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.

N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.