



Board of Directors Regular Meeting

December 28, 2023 6:00 p.m.

AGENDA

I. Executive Session Call to Order 6:00 p.m.

Executive Session Under 192.660(2)(c) to consider matters pertaining to the function of the medical staff of a public hospital licensed pursuant to ORS 441.015 Licensing of facilities and health maintenance organizations. No decisions shall be made in Executive Session.

1. Quality & Patient Safety Report

II. Call to Order Open Session Call to Order – To begin at approximately 6:30pm

1. Roll Call – Is Quorum Present?
2. Agenda Additions or Corrections and Motion to Approve
3. Reports from Executive Session
 - a. Quality & Patient Safety Report
4. **Motion to Approve Reports from Executive Session** **(action)**
5. Public Input

III. Consent Agenda

1. Meeting Minutes
 - a. Regular Meeting–11/30/23 1
 - b. Executive Session–11/30/23 (provided in Executive Session)
2. Monthly Counsel Invoice – #1419 7
3. **Motion to Approve Consent Agenda** **(action)**

IV. Staff Reports

1. CEO Report 8
2. Multi-Specialty Clinic Report 10
3. CNO Report 13
4. CFO Report 17
5. CIO Report 18
6. SCHD Foundation Report 20
7. Strategic Plan Report (*deferred to January*)

V. Monthly Financial Statements: Review

1. Month End Narrative 21
2. Month End Statements for Period Ending November 30, 2023 22

VI. Old Business

1. ER Physician RFP Review & Motion to Approve **(action)**
2. Rebranding Proposal & Motion to Approve **(action)** 44

VII. New Business

None

VIII. Open Discussion & Adjournment

**Southern Coos Health District
Board of Directors Meeting
Open Session Minutes
November 30, 2023**

- I. **Executive Session Call to Order 6:00 p.m.** Executive Session Under ORS 192.660(2)(c) to consider matters pertaining to the function of the medical staff of a public hospital licensed pursuant to ORS 441.015 Licensing of facilities and health maintenance organizations. No decisions shall be made in Executive Session.
- II. **Open Session Call to Order 6:33 p.m.**

1. **Roll Call – Quorum established; one member absent:** Mary Schamehorn, Secretary; Tom Bedell, Treasurer; Pam Hansen and Norbert Johnson Directors. **Absent:** Brent Bischoff, Board Chairman
Administration: Raymond Hino, CEO; Jeremiah Dodrill, CFO; Cori Valet, CNO; Scott McEachern, CIO; Dawn Gray, Clinic Manager; Philip J. Keizer, MD, Chief of Staff. **Others present:** David Creech, Corebridge Financial Group; Madelaine Yue, Experis Group; Robert S. Miller, Legal Counsel, Kim Russell, Executive Assistant. **Press:** None.

2. **Agenda Additions or Corrections**

New Business item, Employee Retirement Plan Changes, with David Creech, Divisional Vice President – Healthcare, Western Region of Corebridge Financial and the Old Business topic of EMR/ERP Project Update with Madelaine Yue, from Experis Group, were moved forward in the agenda to accommodate the guest speakers. See below under IV. Old Business and VII. New Business for details.

Tom Bedell **moved to approve** the agenda with proposed change. Pam Hansen **seconded** the motion. **All in favor. Motion passed.**

3. **Motions from Executive Session**

- a. **Quality & Patient Safety Report.** Presented in Executive Session by Sharon Bischoff, Quality RN.
- b. **Risk & Compliance Report** presented in Executive Session by Barbara Snyder, Risk & Compliance.
- c. **Medical Staff Report Physician Credentialing & Privileging Report** presented in Executive Session by PJ Keizer, MD, Chief of Staff.

2-Year Privileges – New

Frederick Barton, NP – Provisional – Emergency Medicine
Ryan Garrett, MD – Provisional - Emergency Medicine
Matthew Rode, MD - Provisional - Emergency Medicine
John-Adam Bonk, MD - Provisional - Emergency Medicine

2-Year Privileges – Reappointment

Direct Radiology Appointments & Reappointments
After Hours Reading Radiology:

None

Norbert Johnson **moved to accept** the Quality & Patient Safety Report, the Risk & Compliance Report, Medical Staff Credentialing and Privileging Report as presented in Executive Session. Tom Bedell **seconded** the motion. **All in favor. Motion passed.**

4. Public Input

None.

III. Consent Agenda

1. Meeting Minutes

- a. Regular Meeting–10/28/23
- b. Executive Session–10/28/23 (provided in Executive Session)
- c. Special Meeting-11/01/23

2. Monthly Counsel Invoice Robert S. Miller III – None.

Norbert Johnson **moved** to approve the Consent Agenda. Pam Hansen **seconded** the motion. **All in favor. Motion passed.**

At this time Old Business item 1. EMR/ERP Project Update by Madalaine Yue from Experis was advanced in the agenda; see minutes below under Old Business VI. item 1. Also the Corebridge Financial Group presentation by David Creech, regarding modifications to the employee retirement fund, was advanced as a courtesy to the visiting presenters; see New VII. New Business item 2.

IV. Staff Reports

1. CEO Report

Raymond Hino, CEO, presented an abbreviated summary of his report for the month in light of the lengthy agenda. A review of Emergency Room physician coverage is included later on the agenda. Mr. Hino continues to meet with local and regional healthcare leaders, highlighting his recent visit with John Reeves of the Confederated Tribes regarding potential collaborations.

2. Clinic Report

Dawn Gray, Clinic Manager, summarized the Clinic Report. The number of visits in October exceeded budgeted expectation again thanks to clinical staff. In early November the SCHHC Clinic received designation as a Tier 3 Patient Centered Primary Care Home (PCPCH); we have already received our first incentive payment

from Advanced Health. The CPSI/Evident site visit was excellent with engaged team and positive, helpful support representatives. **Discussion:** ScribeX, the physician scribe service used by previous providers was discontinued due to ScribeX staff unfamiliarity with CPSI/Evident.

3. CNO Report

Cori Valet, CNO, provided a summary of hospital clinical operations for the month of October including current staffing report. Southern Coos will introduce a new CNA training program to begin in February. Amanda Meyers, RN, has accepted the interim Med/Surg RN Manager position that will open to external applicants, as Michael Snyder, RN, will be moving to per diem in December. The Medical Imaging department has filled a full-time x-ray tech and CT tech positions.

4. CFO Report

Jeremiah Dodrill, CFO, provided a summary of Finance Department operations for the month of October. The FY23 Moss Adams audit has been filed with the state. The CLA cost report will be filed in November. Dr. Monsavias, hand surgeon, has signed her contract. FY24 revenue projection discussion regarding need to reforecast without previous surgeon projections. New sterile processing equipment needed per a regulatory change by the state last year; anterior approach hip table still needed when we are ready.

5. CIO Report

Scott McEachern, CIO, reviewed his report for the month of October, including activities for the month in Information Systems, Health Information Management, and Marketing. The month of October saw a high number of cyber attacks. A New York based healthcare supplier was seriously impacted. The SCHHC IS team is working with cybersecurity vendor, Critical Insight, to perform the CMS-mandated annual HIPAA risk assessment with report to the Board in January.

6. SCHD Foundation Report

Mr. McEachern, SCH Foundation Executive Director, provided the monthly Foundation Report. Golf for Health final net proceeds were the highest in the history of the event at \$55,000. The ongoing Bottle Drop campaign/account has reached over \$700 with thanks to Brenda Sund, Controller, for initiating and managing the effort. The annual drive through flu and Covid vaccine clinic and subsequent clinic held for Bandon Dunes employees administered a total of 70 regular dose, 150 high dose, and 114 Covid vaccinations with donations received of \$1,025.50. Upcoming events include Women's Health Day to be held on February 27; Aging Well in Bandon will be held in May.

7. Strategic Plan Report

Ray Hino, CEO, presented a summary on progress of Strategic Plan. Many initiatives are now at 100%, it is time to consider development of a new Strategic Plan. 4.3 CCHC interface is days away from completion. We hope to continue to

develop a collaborative relationship with CCHC. Mr. Hino meets bi-weekly with CCHC CEO Eddie Larsen. 4.5 Facility Master Plan has been put on hold at board request. Mr. Hino is working with Senator David Brock Smith to reintroduce related senate bill for potential funding.

V. Monthly Financial Statements

Jeremiah Dodrill, CFO, provided a summary of the financial statements for the month of October, including a review of Gross Revenue and Volumes, Deductions from Revenue, Labor Expenses, Professional Fees, Purchased Services, and Supplies. Average Daily Census (ADC) was 7.7. The Laboratory was busy with new tests brought online. Clinic productivity has increased. The Cost Report has been refined regarding how reimbursable marketing expenses are reported and tracked. The month closed with an operating loss of \$(163,000) compared to a budgeted income of \$226,000 due primarily to negative variances in inpatient and outpatient revenue. Days Cash on Hand closed at 113.1 days, up from September at 106.8.

VI. Old Business

1. EMR/ERP Project Update Presentation

Scott McEachern, CIO, introduced Madelaine Yue, VP, Solutions Delivery, Experis Health Solutions, for a review of the decision making process leading to current recommendations including description of interoperability, economic impact, and patient experience. NBMC is in process of moving to EPIC. KLAS healthcare IT data shared in this presentation is from 2018, new data will be shared as it becomes available.

2. Rebranding Project Update Presentation

Scott McEachern, CIO, reviewed background relating to rebranding decision, referring to page 62 of his presentation regarding data collection as well as board support per adoption of the strategic plan in 2022, noting that the legal name, Southern Coos Health District, will remain unchanged. It is the DBA (doing business as) registered name that is proposed for rebranding. Discussion included that current hospital signage is already scheduled for replacement due to poor condition. Proposed rebranding is designed to link the hospital to the community in name for name recognition, digital and social media, and to support marketing and recruitment efforts. 2024 will be the 25th anniversary of the current hospital building; a good opportunity to launch a new “brand.” Members of the board requested an estimate of total cost in dollars and man hours to be provided at the December board meeting as well as a plan to track or provide a best estimate the return on investment.

VII. New Business

1. Rural Pacific Emergency Services P.C.

Mr. Hino presented information regarding Rural Pacific Emergency Services, a

regional emergency room physician staffing group led by one of our current physicians, Dr. Robert Evans and a partner, who currently service northern California and who may be available to contract with Southern Coos Hospital at a projected savings from current expense of approximately \$50,000 per month. Current individual physician contracts are month-to-month. **Discussion:** With any future ER staffing agency, board members suggested that Southern Coos should be named as additional insured. Administration would like to have a new contract effective as soon as February 1, 2024, if possible.

Tom Bedell moved to approve that Administration proceed with contract negotiations. Pam Hansen **seconded** the motion. **All in favor. Motion passed.**

2. Employee Retirement Plan Changes, David Creech, Corebridge Financial Group

This item was moved forward in the agenda to immediately follow the Call to Order. Jeremiah Dodrill, CFO, introduced Mr. David Creech, MBA CA, Divisional Vice President, Corebridge Financial, explaining the purpose of proposed modifications to the retirement plan are to relieve administrative burden, improve the employee experience, and provide improved access to funds for current and past employees. Mr. Creech provided an overview and described modifications to reduce plan fees by approximately 40%, the employer match to occur at one year of employment, and with vesting proposed to occur at one year of employment. **Discussion:** For eligible employees, SCHHC automatically contributes 2% of an employee's annual plan compensation to a 401(a) retirement plan. Additionally, SCHHC contributes a 50% match (up to 3%) to a 401(a) retirement plan when the employee also contributes, for a combined total of up to 5% contribution from the hospital.

Norbert Johnson **moved** to authorize Administration to execute the Employee Retirement Plan document as described. Tom Bedell **seconded** the motion. **All in favor. Motion passed.**

3. Annual Employee Holiday Bonus

Mr. Hino provided the history of the annual employee end of year holiday bonus that for many years was in the amount of net \$100 (the full amount after tax). In 2022 the amount was increased to net \$200. Administration requested the board of directors approve this bonus again this year for 147 part- and full-time employees at a total cost of \$35,400.

Norbert Johnson **moved** to approve the annual bonus as presented. Tom Bedell **seconded** the motion. **All in favor. Motion passed.**

4. Hospital Check Signing Process

Robert S. Miller, Attorney and Southern Coos Health District counsel for the Board of Directors, advised that District fiduciary practices are at the discretion of the board. There is no requirement that any members of the board act as co-signer on health district checks. In 2003 the SCHHC board of directors approved the Board

Delegation of Authority policy which delegates financial authority parameters with specific parameters to the Health District CEO and CFO. Unbudgeted expenditures \$25,000 and above are to go before the board for approval. In 2017 the policy was edited to add limited internal approval authority to the CIO and CNO. Mr. Dodrill, CFO, further described internal financial controls, with CEO, CFO and District Chairman as authorized check signers. **Discussion:** Board members requested that a copy of the final monthly check register be provided to them each month.

Norbert Johnson **moved** that Administration provide a copy of the monthly check register to Board Members through some means to include date, vendor and check amount. Pam Hansen **seconded** the motion. **All in favor. Motion passed.**

5. Policy 163.001 Ongoing Professional Practice Evaluation (OPPE), & Focused Professional Practice Evaluation (FPPE) Data Collection (Medical Staff)

This Medical Staff Services policy is required by CMS, and DNV, the third-party quality certification body with whom Southern Coos is currently accredited. The purpose is to provide a process for medical staff to evaluate the privilege-specific competence of the practitioner. The Wallowa Hospital OPPE Policy was used to create this policy, with permission.

Norbert Johnson **moved** to approve Policy 163.001 Ongoing Professional Practice Evaluation (OPPE), & Focused Professional Practice Evaluation (FPPE) Data Collection. Tom Bedell **seconded** the motion. **All in favor. Motion passed.** **Discussion:** Pam Hansen noted her appreciation that Southern Coos continues to work with Wallowa Hospital (*Wallowa Hospital is a DNV accredited Critical Access Hospital that has received the Top 20 CAH award by the National Rural Health Association, and a Patient Safety Excellence award presented by Healthgrades*).

VIII. Open Discussion and Adjournment

The inclusion of the clinical staffing report was originally requested by the board of directors for the purpose of remaining advised of clinical recruitment, retention, and contract staffing usage. Additional staffing updates this month include the hiring of a new Environmental Services employee and a CNA.

At 8:50 p.m. the meeting was adjourned.

Brent Bischoff, Chairman 12-28-2023

Mary Schamehorn, Secretary 12-28-2023

INVOICE

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Southern Coos Hospital & Health Center

Bill to

Southern Coos Hospital & Health Center
900 11th Street SE
Bandon, OR 97411 USA

Ship to

Southern Coos Hospital & Health Center
900 11th Street SE
Bandon, OR 97411 USA

Invoice details

Invoice no.: 1419
Terms: Net 30
Invoice date: 12/02/2023
Due date: 01/01/2024

#	Date	Product or service	SKU	Qty	Rate	Amount
1.	11/30/2023	Attorney Board Executive Session & Meeting. Research and Memorandum of Check Writing Authority.		5	\$250.00	\$1,250.00

Total **\$1,250.00**

Ways to pay



Pay invoice



CEO Report

To: Southern Coos Health District Board of Directors
From: Raymond T. Hino, MPA, FACHE, CEO
Re: CEO Report for SCHD Board of Directors, December 28, 2023

COVID Update

The SCHHC Covid-19 Committee no longer meets every 2 weeks, and now meets on an as-needed basis. Here is the latest updates on our COVID activities.

- Our next Community Flu Shot and COVID shot clinics will be provided for Confederated Tribes of Coos, Lower Umpqua and Siuslaw Indians is now in the planning stages for early 2024.

DNV

- I am pleased to report that on December 14, 2023, Southern Coos Hospital was notified by DNV that the submission of objective evidence and supporting documentation for our corrective action plan (that was due no later than December 11, 2023) was received and accepted with no changes required and no additional documentation due at this time. I would, once again, like to thank Barbara Snyder and all of the managers that participated in this submission.

Quality Director

- Barbara Snyder's last day was December 15, 2023. She has done a great job at SCHHC and she will be missed. We were successful in hiring a highly qualified replacement. But, unfortunately, she has had to decline our job offer due to family circumstances that make it impossible for her to move at this time. We have resumed advertising and have had 3 interviews, from Dec 19 to Dec 20. We are hopeful that we will have a new Director named soon that can start in January. If we are unable to hire a Director, I have identified at least 2 qualified Interim Directors that can start in January.

Surgery

- As reported last month, Dr. Michael Ivanitsky began working at SCHHC on November 8. He then worked 4 consecutive weeks at Lower Umpqua Hospital. On December 18, 2023, he began seeing patients in Bandon in our Hospital Clinic. Dr. Ivanitsky will be working for 4 consecutive weeks in December and January from December 18 to January 14. After that he will work 2 consecutive weeks at each hospital and then alternating to the other hospital for 2 consecutive weeks. In his first 2 days, he saw 8 patients.
- Dr. Sharon Monsivais, Plastic/Hand Surgeon, will start as a full-time employee at Southern Coos Hospital & Health Center on February 14, 2024.

- On December 14, I was contacted by Dr. Raphael El Youssef, General Surgeon at North Bend Medical Center, who has performed upper and lower Gastrointestinal (GI) procedures (including colonoscopies) at SCHHC in the past. North Bend Medical Center is interested in beginning to begin offering GI procedures at SCHHC beginning in early 2024.

Emergency Physician Coverage

- As reported last month, Southern Coos Hospital is now positioned to accept proposals for outside contractor group coverage of our emergency physician requirements. Last month, I brought a proposal from Rural Pacific Emergency Physician Services. Upon the recommendation of Southern Coos Health District legal counsel, Robin Miller, I created a formal Request for Proposals (RFP) on December 12, 2023 and sent it to 3 Emergency Department companies. However, any qualified Emergency Department company is welcome to submit a proposal. Proposals were due on December 26, 2023 no later than 5:00 p.m. I plan to bring a recommendation for an Intent to Award to tonight's December Board meeting.

Emergency Preparedness Training

- Plans are continuing for a Oregon Rural Coastal Hospitals simulated Cybersecurity/ Ransomware attack event on February 22, 2024. Plans are also continuing for a simulated Active Shooter Drill in the first quarter of 2024.

Meetings with Area Representatives and Administrators

- I continue to meet bi-weekly with relatively new Coast Community Health Center CEO, Eddie Larsen. The meetings have been very productive and have included information on new surgeons at SCHHC that CCHC can support, and working towards the mutual goal of creating an interface for easier ordering of labs and imaging studies by CCHC providers at SCHHC. The interface was completed by the end of November and is now in final testing.
- As mentioned in my surgery report on the previous page, I have remained in touch with North Bend Medical Center for support of surgery and other services at SCHHC by NBMC. They have a new Interim CEO, Dr. Steven Tersigni. I am in the process of scheduling a meeting with Dr. Tersigni and Dr. El Youssef in North Bend in the first week of January 2024.

Community Benefit Reporting Program

- We have talked in previous meetings about the hardship that the current State of Oregon Hospital Community Benefit Reporting Program places on SCHHC. The program requires that SCHHC provide millions of dollars in uncompensated services back to the community, in order to demonstrate community benefit. We at SCHHC have complained about the program and stated that such a program severely penalizes hospitals that are struggling to remain afloat, while placing an additional burden to provide free services. As a result of our voices being heard, we have been invited to participate as a member facility in an upcoming Oregon Health Authority Rules Advisory Committee for proposed changes to the Community Benefit Reporting Program. The first 2 meetings will be held on January 16 and January 23. The meetings are going to be virtual meetings.



Multi-Specialty Clinic Report

To: Southern Coos Health District Board of Directors and Southern Coos Management
From: Dawn Gray, Clinic Manager
Re: Multi-Specialty Clinic Report for SCHD Board of Directors Meeting – December 28, 2023

Provider News

Clinic registrations were up by 35 encounters despite providers being in clinic 7 fewer days. As illustrated in the spreadsheet below, provider productivity has notably increased, with an average of 8.9 patients seen per day. Clinic income continues to improve and is trending in the right direction. Currently, our net income is \$26k better than budget.

Dr. Michael Ivanitsky will commence patient consultations during the week of December 18th and his schedule is already fairly booked for his first three days. In the interim, he plans to conduct soft tissue surgeries while awaiting the upgrade of our surgery center. We have received positive feedback from patients who are able to see Dr. Ivanitsky locally.

November 2023 Clinic Stats										
	Days in Clinic	Patients			Total	Average	No Show	Cancelation	Total	Total
Provider	Clinic	Scheduled	CXL'D	No Show	Seen	Seen	Rate	Rate	Telehealth	New Pts
Amy Hinshaw, FNP	10	140	25	6	109	10.9	4%	18%	0	77
Bonnie Wong, DO	9	112	26	3	83	9.2	3%	23%	2	13
Noel Pense, DO	2	24	3	1	20	10.0	4%	13%	0	0
Olixn Adams, DO	3	43	4	4	35	11.7	9%	9%	0	0
Paul Preslar, DO	12	188	25	12	151	12.6	6%	13%	0	36
Shane Matsui, LCSW	9	66	26	1	39	4.3	2%	39%	13	0
Victoria Schmelzer, CRNA	11	73	12	1	60	5.5	1%	16%	0	9
Outpatient Services	20	250	50	5	195	9.8	2%	20%	0	0
Totals	76	896	171	33	692	9.1	4%	19%	15	135
Total telehealth	15				497	Clinic Registrations				

In addition to the provider stats provided above, the specialist stats are:

- Dr. Qadir, Nephrology, was in clinic one day and saw 13 patients.
- Dr. Webster, ENT/Dermatology, was in clinic one day and saw 9 patients.

Clinic Report

- We have established a successful agreement with Roseburg Forest Products to administer pre-employment physicals for candidates who have applied with their organization. Each month, they will be referring approximately 10-15 candidates to us for these pre-employment assessments.
- We recently received the SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis from Evident. In the coming weeks, we will focus on addressing the actionable items derived from the identified gaps highlighted during their visit.
- The No Show rate for November increased to 4% largely due to the holidays.

- For the month of November, NRC continues to administer the CAHPS (Consumer Assessment of Healthcare Providers and Systems) survey to our patients. Our numbers have only fluctuated slightly, and our Net Promoter Score remains high at 86.7.

November 2023 CAHPS Survey Results		After hours care information		CG6:Clerks courtesy/respect		CG6:Clerks/ recept. helpful		CG6:Followed up with results		CG6:Got answer same day		CG6:Got routine appt as needed		CG6:Got urgent care appt	
Provider Name	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size	
Preslar, Paul	52	25	96	25	87	23	78.6	14	36.4	11	61.9	21	40	10	
Wong, Bonnie	50	18	94.4	18	100	18	45.5	11	20	5	31.3	16	50	6	
Hinshaw, Amy	62.5	16	93.8	16	81.3	16	80	5	42.9	7	35.7	14	50	6	
Pense, Noel	50	4	100	4	100	4	100	2	0	2	66.7	3			
Schmelzer, Victoria	22.2	9	88.9	9	77.8	9	42.9	7	0	3	20	5	0	2	
Adams, Olixn	71.4	7	85.7	7	71.4	7	50	4	50	4	42.9	7	100	2	
Grand Total	51.9	79	93.7	79	87	77	62.8	43	31.3	32	43.9	66	46.2	26	

November 2023 CAHPS Survey Results		CG6:Provider explained things		CG6:Provider knew med history		CG6:Provider listened		CG6:Provider showed respect		CG6:Provider spent enough time		CG6:Talked about meds		Discussed caring for health	
Provider Name	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size	
Preslar, Paul	80	25	76	25	88	25	91.7	24	87.5	24	85	20	37.5	24	
Wong, Bonnie	83.3	18	55.6	18	94.4	18	94.4	18	72.2	18	63.6	11	29.4	17	
Hinshaw, Amy	93.8	16	73.3	15	93.8	16	93.3	15	93.3	15	69.2	13	46.7	15	
Pense, Noel	100	3	66.7	3	66.7	3	100	3	100	3	66.7	3	33.3	3	
Schmelzer, Victoria	88.9	9	44.4	9	77.8	9	77.8	9	88.9	9	37.5	8	55.6	9	
Adams, Olixn	85.7	7	85.7	7	100	7	85.7	7	100	7	83.3	6	14.3	7	
Grand Total	85.9	78	67.5	77	89.7	78	90.8	76	86.8	76	70.5	61	37.3	75	

November 2023 CAHPS Survey Results		Discussed worry and stress		Informed on specialist care		NPS: Rating of provider		Talked about goals	
Provider Name	Score	n-size	Score	n-size	Score	n-size	Score	n-size	
Preslar, Paul	45.8	24	62.5	24	75	24	66.7	24	
Wong, Bonnie	76.5	17	52.9	17	100	17	88.2	17	
Hinshaw, Amy	66.7	15	66.7	15	93.3	15	73.3	15	
Pense, Noel	66.7	3	33.3	3	100	3	33.3	3	
Schmelzer, Victoria	44.4	9	44.4	9	77.8	9	88.9	9	
Adams, Olixn	42.9	7	85.7	7	85.7	7	57.1	7	
Grand Total	57.3	75	60	75	86.7	75	73.3	75	

Southern Coos Multi-Specialty Clinic eCQM Performance Report for 2023						
Measure	Q1 2023	Q2 2023	Q3 2023	Q4 2023	As of 12/1/2023	Goals*
CMS122v11: Diabetes HbA1C Poor Control (>9) (lower is better)	25.0%	25.3%	22.4%		22.4%	23%
CMS165v11: Controlling High Blood Pressure	46.5%	47.6%	48.6%		50.0%	67%
CMS138v11: Tobacco Use: Screening and Cessation Intervention	90.1%	88.9%	88.6%		88.4%	82%
*Goals set according to PCPCH Benchmarks						
Green represents goal achieved						
Yellow represents < 5 of goal						
Red represents > 5 under goal						

Clinic Provider Income Summary

All Providers

For The Budget Year 2024

											Current Budget YTD		
	ACT JUL	BUD JUL	ACT AUG	BUD AUG	ACT SEP	BUD SEP	ACT OCT	BUD OCT	ACT NOV	BUD NOV	ACT YTD	FY24 Budget	Variance
Provider Productivity Metrics													
Clinic Days	72	54	77	34	64	34	57	51	56	52	326	321	5
Total Visits	475	364	530	162	392	162	462	255	497	283	2356	2,236	120
Visits/Day	6.6	6.7	6.9	4.8	6.1	4.8	8.1	5.0	8.9	5.5	7.2	7.0	0.3
Total RVU	1,062.44	815.78	1,131.34	406.25	924.00	402.28	1,035.21	523.43	800.49	575.22	4,953.48	4,900.51	52.97
RVU/Visit	2.24	2.24	2.13	2.51	2.36	2.48	2.24	2.05	1.61	2.03	2.10	2.19	(0.09)
RVU/Clinic Day	14.86	15.07	14.69	12.09	14.44	11.98	18.16	10.33	14.29	11.15	15.22	15.29	(0.07)
Gross Revenue/Visit	381.78	395.56	375.49	1,013.69	482.56	1,030.09	389.42	348.48	348.70	340.31	391.65	386.38	5.28
Gross Revenue/RVU	170.69	176.55	175.91	404.36	204.72	414.73	173.79	170.00	216.50	167.54	186.28	176.33	9.95
Net Rev/RVU	75.85	80.78	76.83	185.26	88.11	188.80	75.89	81.07	91.37	81.41	80.88	79.55	1.32
Expense/RVU	111.15	157.76	129.65	311.65	120.94	308.95	141.54	257.59	135.08	226.03	127.42	131.81	(4.39)
Diff	(35.30)	(76.97)	(52.82)	(126.39)	(32.83)	(120.15)	(65.65)	(176.52)	(43.71)	(144.62)	(46.54)	(52.26)	5.72
Net Rev/Day	1,127.08	1,217.39	1,128.78	2,240.48	1,272.09	2,261.01	1,378.32	837.39	1,306.08	907.64	1,230.78	1,216.06	14.72
Expense/Day	1,651.58	2,377.37	1,904.84	3,768.99	1,746.09	3,699.84	2,570.57	2,660.77	1,930.94	2,520.13	1,939.07	2,014.94	(75.87)
Diff	(524.50)	(1,159.98)	(776.07)	(1,528.51)	(474.00)	(1,438.83)	(1,192.26)	(1,823.38)	(624.86)	(1,612.49)	(708.28)	(798.87)	90.59
Patient Revenue													
Outpatient													
Total Patient Revenue	181,345	144,030	193,009	164,273	189,164	166,839	179,914	88,983	173,303	96,373	922,735	864,090	58,645
Deductions From Revenue													
Total Deductions From Revenue (M)	100,759	78,129	112,093	89,011	107,750	90,887	101,350	46,549	100,163	49,546	522,114	474,241	47,873
Net Patient Revenue	80,587	65,901	86,916	75,262	81,414	75,952	78,564	42,434	73,141	46,827	400,621	389,848	10,772
Total Operating Revenue	80,587	65,901	86,916	75,262	81,414	75,952	78,564	42,434	73,141	46,827	400,621	389,848	10,772
Operating Expenses													
Salaries & Wages	61,877	69,247	86,051	69,247	65,014	67,578	85,103	70,328	55,519	68,624	353,564	345,023	8,541
Benefits	3,426	8,703	6,338	7,979	4,569	7,478	12,992	7,835	10,408	7,582	37,733	39,577	(1,844)
Medical Supplies	0	496	0	567	131	567	57	638	1,273	567	1,461	2,837	(1,375)
Other Supplies	746	132	36	132	579	132	510	132	1,969	132	3,839	662	3,178
Other Expenses	2,500	3,742	1,667	3,742	1,667	3,742	4,355	2,225	3,047	2,225	13,235	18,712	(5,477)
Allocation Expense	49,539	46,373	52,526	44,940	39,750	44,787	43,546	53,672	35,835	50,888	221,196	239,142	(17,946)
Total Operating Expenses	118,088	128,694	146,673	126,608	111,750	124,285	146,523	134,831	108,133	130,019	631,166	645,954	(14,788)
Excess of Operating Rev Ov	(37,501)	(62,793)	(59,757)	(51,346)	(30,336)	(48,333)	(67,959)	(50,121)	(34,992)	(42,338)	(230,545)	(256,105)	25,560
Total Non-Operating Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Excess of Revenue Over Exp	(37,501)	(62,793)	(59,757)	(51,346)	(30,336)	(48,333)	(67,959)	(50,121)	(34,992)	(42,338)	(230,545)	(256,105)	25,560

Note A - Average Collection Rate = 41% of Gross Charges, therefore the Deduction Rate is 59% of Gross Charges



Chief Nursing Officer Report

To: Southern Coos Health District Board of Directors and Southern Coos Management
From: Cori Valet, RN, BSN, Chief Nursing Officer
Re: CNO Report for SCHD Board of Directors Meeting – December 28, 2023

CNAI Training Program:

This will be the first CNAI training program offered at Southern Coos Hospital and Health Center. The training course will begin February 5, 2024 and will extend over the month of February. Ten applicants will be selected to participate in the program. Each participant will be encouraged to submit an application for employment at SCHHC after successful completion of the Oregon State Certification exam.

Clinical Department Staffing- November 2023

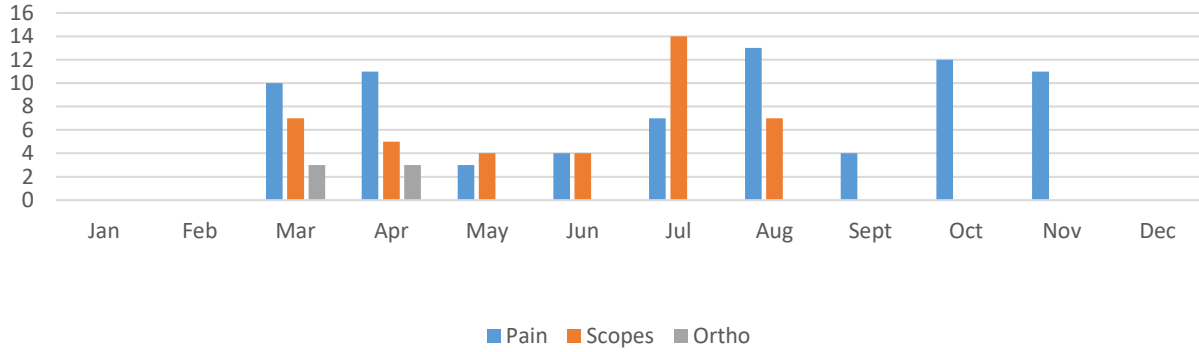
- **Medical-Surgical Department –**
 - Amanda Myers, RN, BSN selected to serve as the Interim Medical-Surgical Nurse Manager.
 - Two full-time CNAI positions filled.
 - Five full-time CNA positions vacant.
 - Three full-time nurse positions vacant.
 - Three contract RNs utilized.
- **Emergency Department –**
 - One full-time RN vacancy
 - One full-time LPN float position vacant (float between MS and ED).
 - One contract RN utilized.
- **Surgical Services –**
 - Two full-time RN positions vacant.
 - One per diem surgical technician position remains vacant.
 - Two contract RN nurses utilized.
- **Medical Imaging –**
 - Two full-time Radiology Technologist positions vacant.
 - Two contract Radiology Technologists utilized.
- **Laboratory –**
 - One full time and one part-time Medical Lab Technologist/Scientist position vacant.
 - Two contract Medical Lab Technologist utilized.
- **Pharmacy –**
 - Fully staffed.
- **Respiratory Therapy –**
 - One Full time respiratory therapist position vacant.
 - One contract Respiratory Therapist utilized.

Clinical Department FTE Statistics for November 2023

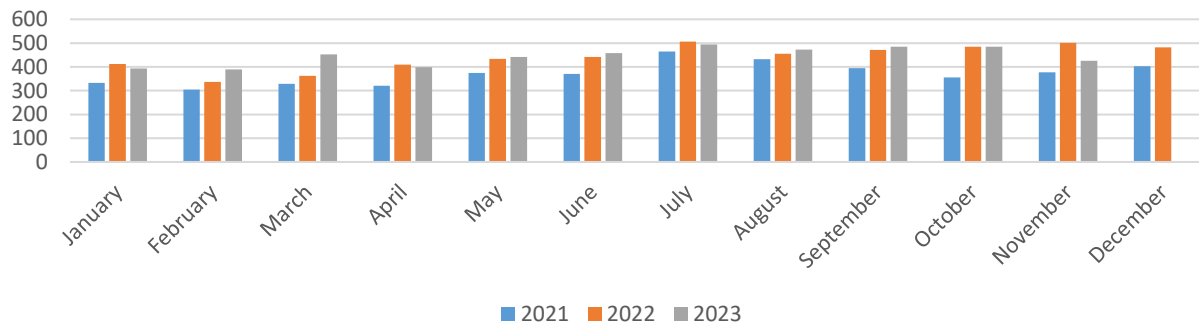
	FTE			Contract			Total		
	Actual	Budget	Diff	Actual	Budget	Diff	Actual	Budget	Diff
Med Surg	25.60	25.77	-0.17	2.96	2.80	0.16	28.56	28.57	-0.01
Manager	1.00	1.01	-0.01	-	-	0.00	1.00	1.01	-0.01
CNA I	2.54	1.72	0.82	-	-	0.00	2.54	1.72	0.82
CNA II	1.67	3.77	-2.10	-	-	0.00	1.67	3.77	-2.10
Patient Activities Coordina	-	1.00	-1.00	-	-	0.00	-	1.00	-1.00
Charge Nurse	3.66	3.54	0.12	-	-	0.00	3.66	3.54	0.12
RN	12.55	10.99	1.56	2.96	2.80	0.16	15.51	13.79	1.72
LPN	2.28	2.56	-0.28	-	-	0.00	2.28	2.56	-0.28
Telemetry Tech	1.91	1.18	0.73	-	-	0.00	1.91	1.18	0.73
Swing Bed	0.97	1.01	-0.04	-	-	0.00	0.97	1.01	-0.04
Case Manager	0.97	1.00	-0.03	-	-	0.00	0.97	1.00	-0.03
LPN	-	0.01	-0.01	-	-	0.00	-	0.01	-0.01
Emergency Room	12.53	12.12	0.41	1.16	1.87	-0.70	13.69	13.99	-0.29
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
CNA II	1.38	2.49	-1.11	-	-	0.00	1.38	2.49	-1.11
LPN	3.32	2.39	0.93	-	-	0.00	3.32	2.39	0.93
RN	6.83	6.24	0.59	1.16	1.87	-0.70	8.00	8.11	-0.11
Surgical Services	3.82	5.60	-1.78	1.54	-	1.54	5.36	5.60	-0.24
Director	-	1.00	-1.00	-	-	0.00	-	1.00	-1.00
Manager	1.00	-	1.00	-	-	0.00	1.00	-	1.00
RN	-	-	0.00	-	-	0.00	-	-	0.00
Surgical Nurse	2.00	3.00	-1.00	1.54	-	1.54	3.54	3.00	0.54
Surgical Tech	0.82	1.60	-0.78	-	-	0.00	0.82	1.60	-0.78
Radiology	3.04	3.05	-0.01	1.64	1.87	-0.23	4.68	4.92	-0.24
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Coordinator	0.76	0.75	0.01	-	-	0.00	0.76	0.75	0.01
Medical Imaging Admin	0.88	1.00	-0.12	-	-	0.00	0.88	1.00	-0.12
Rad Tech IV	0.40	0.30	0.10	1.64	1.87	-0.23	2.04	2.17	-0.13
Ultrasound	1.21	1.94	-0.73	-	-	0.00	1.21	1.94	-0.73
Ultrasound Tech II	0.81	1.64	-0.83	-	-	0.00	0.81	1.64	-0.83
Ultrasound Tech IV	0.40	0.30	0.10	-	-	0.00	0.40	0.30	0.10
Mammography	0.45	1.63	-1.18	-	-	0.00	0.45	1.63	-1.18
Mammo Tech	0.45	1.63	-1.18	-	-	0.00	0.45	1.63	-1.18
Cat Scan	2.27	0.06	2.21	-	-	0.00	2.27	0.06	2.21
Rad Tech II	1.24	-	1.24	-	-	0.00	1.24	-	1.24
Ct/Rad Tech Reg	1.03	0.06	0.97	-	-	0.00	1.03	0.06	0.97
MRI	1.00	0.99	0.01	-	-	0.00	1.00	0.99	0.01
Rad Tech IV	1.00	0.99	0.01	-	-	0.00	1.00	0.99	0.01
Lab	8.88	9.53	-0.65	1.69	1.87	-0.17	10.58	11.40	-0.82
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Assistant I	-	0.99	-0.99	-	-	0.00	-	0.99	-0.99
Assistant II	2.79	3.01	-0.22	-	-	0.00	2.79	3.01	-0.22
Assistant III	1.02	0.99	0.03	-	-	0.00	1.02	0.99	0.03
CNA II	0.72	-	0.72	-	-	0.00	0.72	-	0.72
Medical Lab Tech Lead	-	1.00	-1.00	-	-	0.00	-	1.00	-1.00
Medical Lab Scientist	1.36	0.55	0.81	-	-	0.00	1.36	0.55	0.81
Medical Lab Tech	1.99	1.99	0.00	1.69	1.87	-0.17	3.69	3.86	-0.17
Pharmacy	2.21	1.90	0.31	-	-	0.00	2.21	1.90	0.31
Pharmacist	0.73	0.60	0.13	-	-	0.00	0.73	0.60	0.13
RN	1.48	1.30	0.18	-	-	0.00	1.48	1.30	0.18
Respiratory	5.36	6.00	-0.64	1.04	0.93	0.11	6.40	6.93	-0.53
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Respiratory Therapist	4.36	5.00	-0.64	1.04	0.93	0.11	5.40	5.93	-0.53
Total Difference	67.35	69.60	-2.25	10.03	9.33	0.69	77.38	78.93	-1.55

Department Statistics

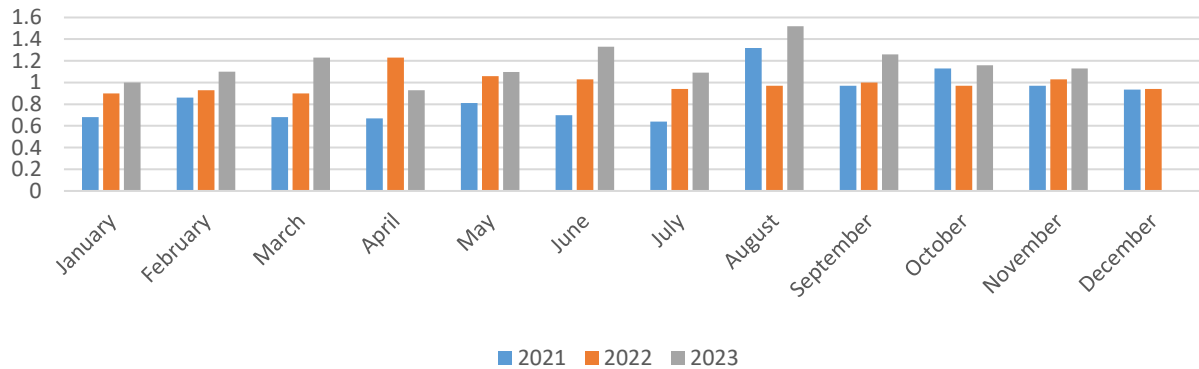
Surgical Services Volumes 2023



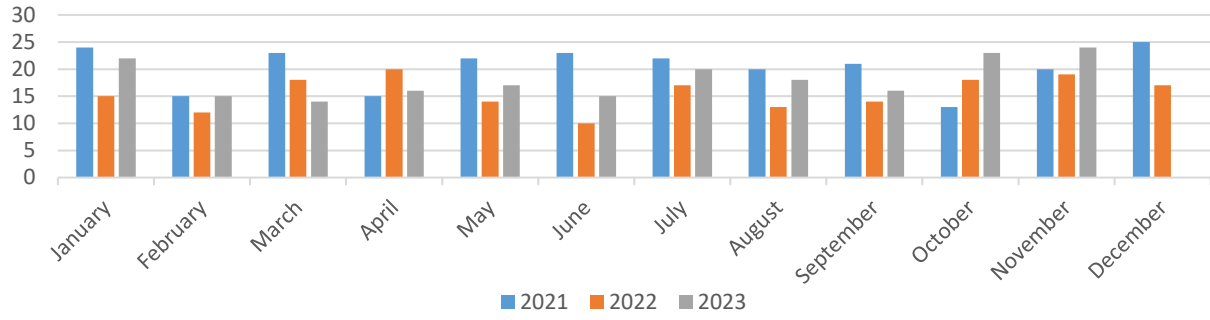
ED Census Tracking 2021-2023



Average ED Admissions to Med-Surg Unit per Day



ED Transfers





Chief Financial Officer Report

To: Board of Directors and Southern Coos Management
From: Jeremiah Dodrill, CFO
Re: CFO Report for Board of Directors Meeting – December 28, 2023

Noridian Medicare Cost Report Audit – FYE 06/30/2020

Noridian has been in the process of auditing the hospital's FY 2020 Medicare cost report. During this process, they have requested various supporting documentation and explanations for variances. The Finance team, supported by other hospital staff, has facilitated all required responses and requests from Noridian. We expect that the audit findings and any resulting adjustments will be communicated to us within the next 45 to 60 days. Noridian has been working to catch up on its cost report reviews which were delayed due to Covid.

Corebridge Retirement Plan Changes

Pursuant to the Board's action to proceed with Management's recommendation to amend and update our employee defined contribution retirement plans, Finance and HR have had weekly calls with Corebridge, our retirement plan vendor. These project management calls review all aspects of the conversion process, including agreement and document reviews, communication and education strategy and payroll process changes and include Southern Coos Finance, HR and IT as well as Corebridge leadership, implementation consultants and advisors. We are planning on a January 26, 2024, conversion. As a reminder, the retirement plan changes modernize our plan and bring them up to regulatory standards, reduce the administrative burden of staff, lower management fees and eliminate the cliff vesting for employer contributions.

Year End Tax Reporting

The Finance team is currently working on its year-end tax reporting as required by IRS regulations. W-2's for employees and 1099's for applicable vendors are required to be issued and mailed out no later than January 31, 2024. We anticipate completing the week of January 22.



Chief Information Officer Report

To: Southern Coos Health District Board of Directors and Southern Coos Management

From: Scott McEachern, Chief Information Officer

Re: CIO Report for SCHD Board of Directors, December 28, 2023

Cybersecurity

Email Protection Provided by Mimecast	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023
Spam Blocked/Number of Emails	357/67462	747/44139	646/92876	429/167479	542/59995	618/46198
Impersonation Attacks	746	732	867	916	842	1030
Malware Detected and Quarantined	10	4	8	4	40*	12
Links Clicked/Number Unsafe	253/4	387/0	431/0	352/0	288/0	292/1
Malicious Attachments	0 files	0	0	0	0	0
Internet Traffic Monitored by Critical Insight	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023
Number of Records Ingested (in millions)	497.5	514.2	540.5	571.3	597.9M	591.9
Investigations	4	3	4	3	1	3
Reported Investigations	0	2	0	0	0	1**
High Priority Investigations	0	0	0	0	0	0
Patch Management - Vulnerability Scans	June 2023	July 2023	August 2023	September 2023	October 2023	November 2023
Critical	20	9	7	5	8*	7
High	36	22	18	18	20*	17
Medium	1679	1629	1545	1588	1707	1676
Low	150	149	145	146	148	135
Info	14657	14535	14508	14511	14901	14763

November's Cybersecurity Climate

Note on the single Reported Investigations at SCHHC for November 2023 (as reported by Critical Insight): “An alert was triggered on November 10, 2023. Upon further investigation, the domain did not appear to be active and no malicious files were observed attempted to be downloaded when ran through a sandbox. No signs of communication with the malicious IP was observed in the surrounding activity.”

November saw another rise in cyberattacks across the healthcare industry. Just a few high-profile examples include:

- A Thanksgiving ransomware attack impacted 30 hospitals, spread across six states, associated with Ardent Health Services based in Nashville, TN.
- Tri-City Medical Center in Oceanside, CA, experienced a ransomware attack on its EHR that shut down ambulance admissions, elective surgeries, and procedures, for eight days.
- Okta, an integrated cloud identity management service widely adopted by healthcare organizations, experienced a breach on November 3rd. SCHHC does not use Okta and was not affected.

The Cybersecurity and Infrastructure Security Agency (CISA) and the White House commemorated November as Critical Infrastructure Security and Resilience Month. CISA is asking everyone to resolve to be resilient by preparing and investing in resilience today so we can recover quickly in the event of an incident tomorrow.

Annual HIPAA Risk Assessment

Over the past two months, the SCHHC IS team worked with our cybersecurity vendor, Critical Insight, to perform the CMS-mandated annual HIPAA risk assessment. The deadline for completion of the HIPAA Risk Assessment is December 31st. We have completed the data gathering portion of the risk assessment. Critical Insight is preparing the report. We will present the report to the SCHD Board of Directors in January 2024.

EHR/ERP Vendor Selection Report

Management has presented its case supporting the conversion of our current electronic health record, Evident Thrive, to Providence/Community Technologies Epic instance at special meetings on September 16, November 1, and at the regular SCHD Board meeting on November 30. SCHHC management has also presented financial scenarios and growth projections in support of the project funding. We have had conversations with Advanced Health regarding the possibility of a grant in support of our EHR/ERP conversion. As of now, we expect Advanced Health representatives to notify us if SCHHC will receive the funding in mid-January 2024, after which we will convene a special meeting of the SCHD board. Management has no further updates at this time but would welcome any additional questions from the SCHD board on this project.



Southern Coos Health Foundation Report

To: Southern Coos Health District Board of Directors and Southern Coos Management

From: Scott McEachern, Executive Director, SCHF

Re: SCH Foundation Report for SCHD Board of Directors, December 28, 2023

Events Update

- The next major event sponsored by the SCH Foundation is Women's **Health Day**, which will be held on February 27, 2024. We will seek sponsorships for this event.
- We will also seek sponsorships for the **Aging & Living Well in Bandon** event, set for May, 2024, at the Bandon Community Center.

Fundraising Update

- We have received several major gifts from donors over the past several weeks, including gifts of \$25,000; \$10,000; \$5,000, and several \$1,000 contributions.



Monthly Financial Statements

To: Board of Directors and Southern Coos Management

From: Jeremiah Dodrill, CFO

Re: November 2023 Month End Financial Results

Gross Revenue and Volumes – Gross revenues for October of \$4,025,000 were lower than budgeted expectations of \$4,566,000. OP gross revenues of \$2,965,000 were lower than a budget of \$3,181,000. Lab volumes exceeded budgeted expectations while Surgical, Respiratory Therapy, Clinic, Imaging, and ER volumes fell below budget expectations. IP and Swing Bed volumes and revenues of \$1,061,000 were lower than a budget of \$1,384,000 for the month with an Average Daily Census (ADC) of 7.7 below budgeted expectations of 10.0.

Deductions from Revenue – Revenue deductions at \$1,261,000 or 31.3% of gross revenue were lower than the budget of 38.1% due primarily to patient account transactions which can be volatile month over month. Additionally, the cost report settlement estimation tool was updated to reflect adjustments made in the FY23 filing which drove an increase of ~ \$100k compared to the October YTD estimate. The Medicare cost report settlement estimate YTD through November is a receivable of \$195k. The year-to-date revenue deductions are 35.6% compared to budget of 38.1%.

Total Operating Revenues of \$2,766,000 were lower than the budget of \$2,835,000 in November.

Labor Expenses were \$1,682,000 in November compared to a budget of \$1,761,000. Salaries and Benefits were lower than budget due to actual wage increases coming in under the forecasted increases. Contract staffing for radiology, surgery, lab, and the clinic remain in use; however, budget assumptions anticipated the continued use of contract staffing in FY24 and overall contract staffing costs were slightly under the budgeted amount.

Professional Fees and Purchased Services combined were \$533,000 which was higher than the budget of \$514,000 due largely in part to continued higher-than-expected ER provider expenses in November.

Medical Supplies, Drugs and Other Supplies combined at \$173,000 were lower compared to budgeted expectations of \$183,000 due largely in part to low surgery volumes compared to budget.

Operating Expenses – Total operating expenses of \$2,661,000 for the month were marginally lower compared to a budget of \$2,713,000.

Operating Income / Loss – Operating income for November was \$105,000 compared to a budgeted income of \$122,000 due primarily to favorable revenue deductions as noted above.

Increase in Net Position was \$231,000 compared to a budgeted increase in the amount of \$221,000.

Days Cash on Hand for November was 123.2 days, up from October at 113.1. Cash was affected by increased cash payments and property tax payments during the month. A/R days outstanding increased to 54.0 in November up from 51.7 in October.

Southern Coos Hospital & Health Center

Volume and Key Performance Ratios
For The Period Ending November 2023

		Month				
		Actual	Budget	Prior Year	Variance to Bud	Variance to Prior Year
Payor Mix - Gross Charges	Medicare	66.56%	65.38%	65.38%	1.8%	1.8%
	Medicaid	15.46%	19.36%	19.36%	-20.1%	-20.1%
	Commercial	11.09%	10.35%	10.35%	7.2%	7.2%
	Government	5.05%	2.27%	2.27%	121.9%	121.9%
	Other	0.55%	1.93%	1.93%	-71.4%	-71.4%
	Self Pay	1.28%	0.70%	0.70%	83.4%	83.4%
Total		100.00%	100.00%	100.00%		

		Year to Date				
		Actual	Budget	Prior Year	Variance to Bud	Variance to Prior Year
		63.12%	62.23%	62.23%	1.4%	1.4%
		17.32%	18.39%	18.39%	-5.8%	-5.8%
		12.07%	11.70%	11.70%	3.2%	3.2%
		5.63%	5.96%	5.96%	-5.6%	-5.6%
		0.48%	0.93%	0.93%	-48.2%	-48.2%
		1.38%	0.80%	0.80%	72.0%	72.0%
Total		100.00%	100.00%	100.00%		

		Month				
		FY23 Actual	FY23 Budget	FY22 Prior Year	Variance %	
					To Budget	To Prior Year
Patient Volumes	In Patient Days	117	136	137	-14.3%	-14.6%
	Swing Bed Days	114	164	127	-30.7%	-10.2%
	Total Patient Days	231	301	264	-23.2%	-12.5%
	Emergency Visits	410	502	484	-18.4%	-15.3%
	Radiology Procedures	851	917	825	-7.2%	3.2%
	Laboratory Tests	5,053	4,145	3,665	21.9%	37.9%
	Respiratory Visits	537	726	833	-26.0%	-35.5%
	Surgeries and Endoscopies	14	29	20	-51.7%	-30.0%
	Specialty Clinic Visits	195	167	166	17.0%	17.5%
	Primary Care Clinic	497	544	511	-8.7%	-2.7%

		Year To Date				
		FY23 Actual	FY23 Budget	FY22 Prior Year	Variance %	
					To Budget	To Prior Year
		615	669	672	-8.1%	-8.5%
		517	839	545	-38.4%	-5.1%
		1,132	1,508	1,217	-24.9%	-7.0%
		2,275	2,444	2,355	-6.9%	-3.4%
		4,333	4,625	4,160	-6.3%	4.2%
		20,374	19,929	17,623	2.2%	15.6%
		2,974	2,481	2,843	19.9%	4.6%
		71	29	70	144.8%	1.4%
		1,075	879	875	22.4%	22.9%
		2,356	2,236	2,373	5.3%	-0.7%



Southern Coos Hospital & Health Center

Data Dictionary

Volume Summary	<p>IP Days</p> <p>Swing Bed Days</p> <p>Total Bed Days</p> <p>Avg Daily Census</p> <p>Avg Length of Stay - IP</p> <p>Avg Length of Stay - SWB</p> <p>ED Registrations</p> <p>Clinic Registrations</p> <p>Ancillary Registrations</p> <p>Total OP Registrations</p>	<p>Total Inpatient Days Per Midnight Census</p> <p>Total Swing Bed Days per Midnight Census</p> <p>Total Days per Midnight Census</p> <p>Total Bed Days / # of Days in period (Mo or YTD)</p> <p>Total Inpatient Days / # of IP Discharges</p> <p>Total Swing Bed Days / # of SWB Discharges</p> <p>Number of ED patient visits</p> <p>Number of Clinic patient visits</p> <p>Total number of all other OP patient visits</p> <p>Total number of OP patient visits</p>
Key Income Statement Ratios	<p>Gross IP Rev/IP Day</p> <p>Gross SWB Rev/SWB Day</p> <p>Gross OP Rev/Total OP Registrations</p> <p>Collection Rate</p> <p>Compensation Ratio</p> <p>OP EBIDA Margin \$</p> <p>OP EBIDA Margin %</p> <p>Total Margin (%)</p>	<p>Avg. gross patient charges per IP patient day</p> <p>Avg. gross patient charges per SWB patient day</p> <p>Avg. gross patient charges per OP visit</p> <p>Net patient revenue / total patient charges</p> <p>Total Labor Expenses / Total Operating Revenues</p> <p>Operating Margin + Depreciation + Amortization</p> <p>Operating EBIDA / Total Operating Revenues</p> <p>Total Margin / Total Operating Revenues</p>
Key Liquidity Ratios	<p>Days Cash on Hand</p> <p>AR Days Outstanding</p>	<p>Total unrestricted cash / Daily OP Cash requirements</p> <p>Gross AR / Avg. Daily Revenues</p>



Southern Coos Hospital & Health Center

Summary Statements of Revenues, Expenses, and Changes in Net Position
For The Period Ending November 30, 2023

	Current Month - Nov-2023				Year To Date - Nov-2023					
	Nov-2023 Actual	Nov-2023 Budget	Variance	Var %	Nov-2022 Actual	Nov-2023 Actual	Nov-2023 Budget	Variance	Var %	Nov-2022 Actual
Patient Revenue										
Inpatient	1,060,741	1,384,276	(323,534)	(23.4%)	1,242,120	5,194,256	6,352,347	(1,158,091)	(18.2%)	5,647,197
Outpatient	2,964,738	3,181,336	(216,598)	(6.8%)	2,576,250	14,492,510	15,703,323	(1,210,814)	(7.7%)	12,819,384
Total Patient Revenue	4,025,479	4,565,612	(540,132)	(11.8%)	3,818,370	19,686,766	22,055,671	(2,368,905)	(10.7%)	18,466,581
Deductions From Revenue										
Total Deductions	1,261,165	1,741,283	480,117	27.6%	1,607,991	7,012,670	8,411,250	1,398,580	16.6%	6,585,231
<i>Revenue Deductions %</i>	<i>31.3%</i>	<i>38.1%</i>			<i>42.1%</i>	<i>35.6%</i>	<i>38.1%</i>			<i>35.7%</i>
Net Patient Revenue	2,764,314	2,824,329	(60,015)	(2.1%)	2,210,379	12,674,096	13,644,421	(970,325)	(7.1%)	11,881,350
Other Operating Revenue	1,226	10,449	(9,223)	(88.3%)	25	2,226	52,244	(50,019)	(95.7%)	100
Total Operating Revenue	2,765,540	2,834,778	(69,238)	(2.4%)	2,210,404	12,676,322	13,696,665	(1,020,344)	(7.4%)	11,881,450
Operating Expenses										
Total Labor Expenses	1,681,840	1,760,846	79,006	4.5%	1,566,405	8,369,779	8,777,592	407,813	4.6%	7,471,052
Total Other Operating Expenses	978,926	952,194	(26,732)	(2.8%)	817,797	4,752,463	4,749,246	(3,218)	(0.1%)	4,275,163
Total Operating Expenses	2,660,767	2,713,041	52,274	1.9%	2,384,202	13,122,243	13,526,838	404,595	3.0%	11,746,215
Operating Income / (Loss)	104,773	121,737	(16,964)	(13.9%)	(173,798)	(445,921)	169,827	(615,749)	(362.6%)	135,235
Net Non-Operating Revenues	126,661	98,838	27,823	28.2%	69,417	634,162	494,192	139,970	28.3%	455,072
Change in Net Position	231,435	220,576	10,859	4.9%	(104,381)	188,241	664,019	(475,778)	(71.7%)	590,307
Collection Rate %	68.7%	61.9%	11.0%	11.0%	57.9%	64.4%	61.9%	4.1%	4.1%	64.3%
Compensation Ratio %	60.8%	62.1%	(2.1%)	(2.1%)	70.9%	66.0%	64.1%	3.0%	3.0%	62.9%
Operating Margin	3.8%	4.3%	(11.8%)	(11.8%)	(7.9%)	(3.5%)	1.2%	(383.7%)	(383.7%)	1.1%
OP EBIDA Margin \$	205,490	219,859	(14,369)	(6.5%)	8,189	61,441	647,682	(586,241)	(90.5%)	521,025
OP EBIDA Margin %	7.4%	7.8%	(0.3%)	(4.2%)	0.4%	0.5%	4.7%	(4.2%)	(89.8%)	4.4%
Total Margin (%)	8.4%	7.8%	0.6%	7.5%	(4.7%)	1.5%	4.8%	(3.4%)	(69.4%)	5.0%



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending November 2023

	Balance as of November 2023	Balance as of June 2023	Change	Balance as of June 2022
Assets				
Current Assets				
Cash - Operating	8,232,184	8,783,262	(551,078)	6,600,542
Cash Equivalents	3,200,677	3,988,481	(787,805)	7,911,429
Net Patient Accounts Receivable	3,858,681	2,813,679	1,045,002	3,197,844
Other Current Assets	547,025	678,641	(131,617)	1,134,760
Total Current Assets	15,838,566	16,264,064	(425,498)	18,844,575
Net PP&E	6,340,133	6,677,893	(337,760)	4,847,259
Total Assets	22,178,699	22,941,957	(763,258)	23,691,835

Liabilities and Net Assets

Current Liabilities	3,620,564	4,308,166	(687,602)	7,170,179
Total Long-Term Debt, net	4,702,755	4,966,652	(263,897)	3,990,653
Fund Balance	13,667,140	12,531,014	1,136,125	12,706,270
Change in Net Position	188,241	1,136,125	(947,885)	(175,268)
Total Net Assets	13,855,381	13,667,140	188,241	12,531,002
Total Liabilities & Net Assets	22,178,699	22,941,957	(763,258)	23,691,835

Ratios

Cash to Debt Ratio	1.75	1.77	(0.02)	1.65
Current Ratio	4.37	3.78	0.60	2.63
Average Age of Plant	11.84	13.67	(1.83)	19.36
Debt to Capitalization Ratio	0.26	0.27	(0.01)	0.25



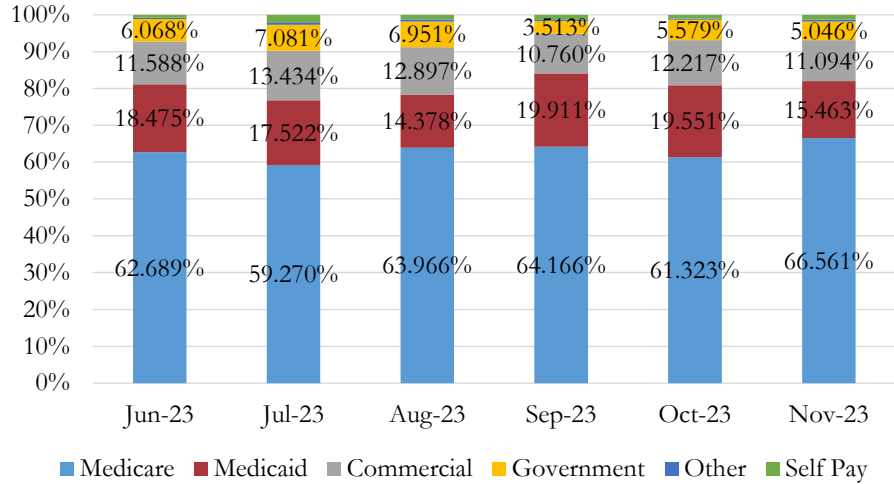
Southern Coos Hospital & Health Center

Volume and Key Performance Ratios
For The Period Ending November 2023

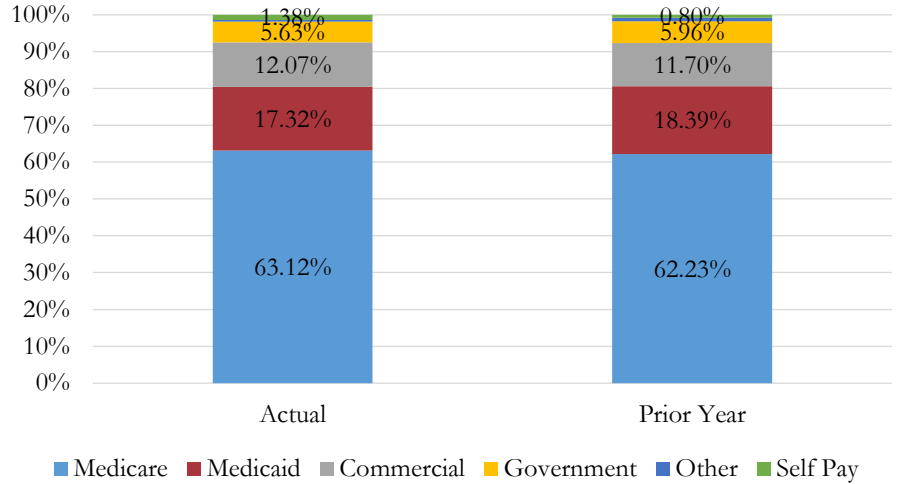
		Month					Year to Date				
		Actual	Budget	Prior Year	Variance to Bud	Variance to Prior	Actual	Budget	Prior Year	Variance to Bud	Variance to Prior
Volume Summary	IP Days	117	136	137	-14.3%	-14.6%	615	669	672	-8.1%	-8.5%
	Swing Bed Days	114	164	127	-30.7%	-10.2%	517	839	545	-38.4%	-5.1%
	Total Inpatient Days	231	301	264	-23.2%	-12.5%	1,132	1,508	1,217	-24.9%	-7.0%
	Avg Daily Census	7.7	10.0	8.8	-23.2%	-12.5%	7.4	9.9	8.0	-24.9%	-7.0%
	Avg Length of Stay - IP	4.2	4.5	4.6	-8.1%	-8.5%	4.0	4.6	4.6	-12.9%	-13.3%
	Avg Length of Stay - SWB	8.8	18.3	14.1	-52.0%	-37.9%	9.9	18.2	11.8	-45.5%	-16.1%
	ED Registrations	410	502	484	-18.4%	-15.3%	2,275	2,444	2,355	-6.9%	-3.4%
	Clinic Registrations	439	439	485	0.0%	-9.5%	2,134	2,240	2,270	-4.7%	-6.0%
	Ancillary Registrations	1,061	976	976	8.7%	8.7%	5,208	4,733	4,733	10.0%	10.0%
	Total OP Registrations	1,910	1,917	1,945	-0.4%	-1.8%	9,617	9,417	9,358	2.1%	2.8%
Key Income Statement Ratios	Gross IP Rev/IP Day	8,061	9,166	8,144	-12.1%	-1.0%	7,593	8,670	7,667	-12.4%	-1.0%
	Gross SWB Rev/SWB Day	1,032	811	995	27.2%	3.7%	1,015	654	908	55.1%	11.8%
	Gross OP Rev/Total OP Registrations	1,552	1,659	1,325	-6.5%	17.2%	1,507	1,668	1,370	-9.6%	10.0%
	Collection Rate	68.7%	61.9%	57.9%	11.0%	18.6%	64.4%	61.9%	64.3%	4.1%	0.1%
	Compensation Ratio	60.3%	62.1%	70.9%	-3.0%	-15.0%	65.9%	64.1%	62.9%	2.8%	4.8%
	OP EBIDA Margin \$	220,663	219,859	8,189	0.4%	2594.6%	76,614	647,682	521,025	-88.2%	-85.3%
	OP EBIDA Margin %	8.0%	7.8%	0.4%	2.9%	2053.7%	0.6%	4.7%	4.4%	-87.2%	-86.2%
	Total Margin	8.9%	7.8%	-4.7%	14.6%	-288.8%	1.6%	4.8%	5.0%	-66.9%	-67.7%
Key Liquidity Ratios	Days Cash on Hand	123.1	80.0	139.4	53.9%	-11.7%					
	AR Days Outstanding	54	50	51.1	8.0%	5.7%					



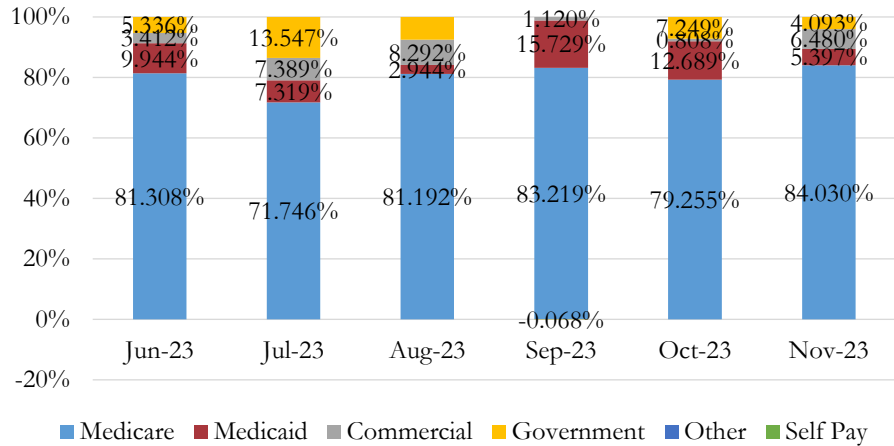
All Patients Payor Mix



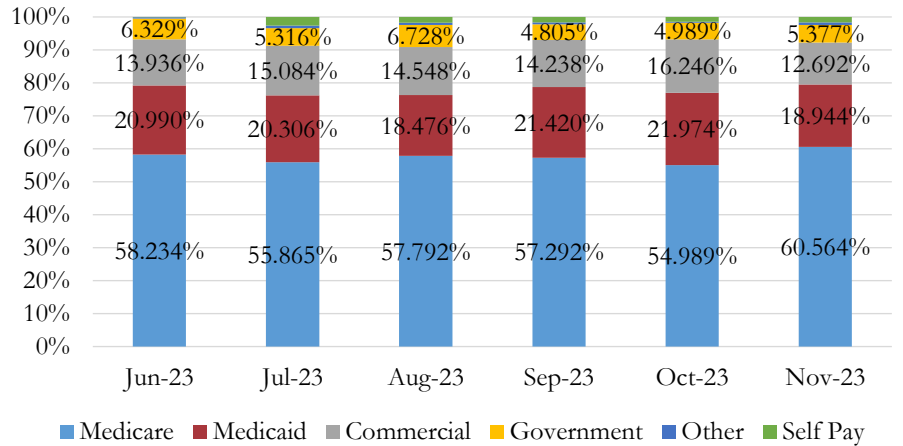
Year to Date Payor Mix



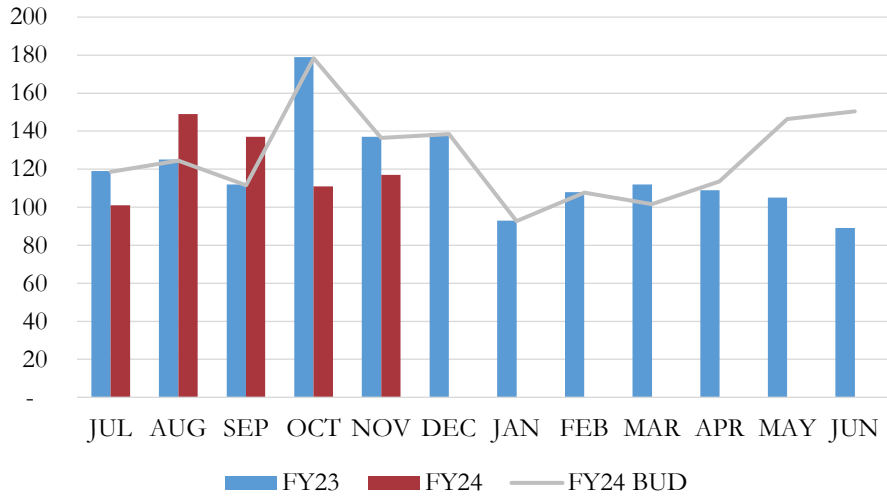
IP Payor Mix



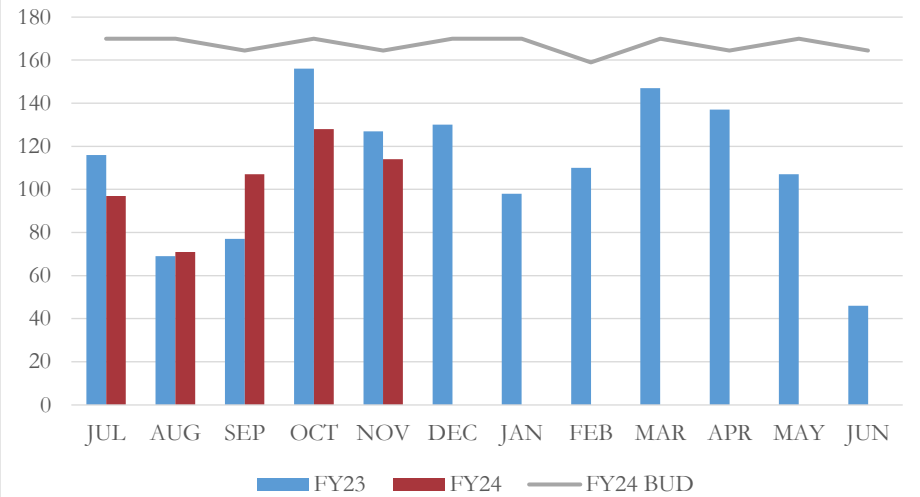
OP Payor Mix



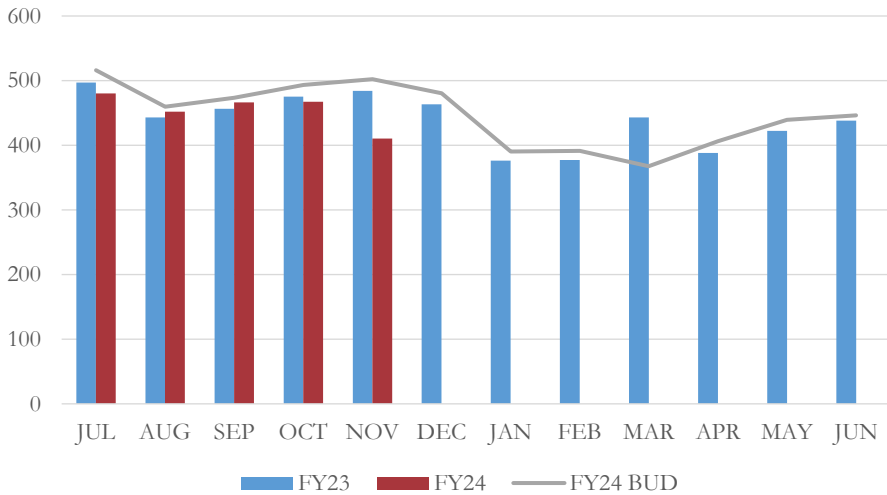
IP Days



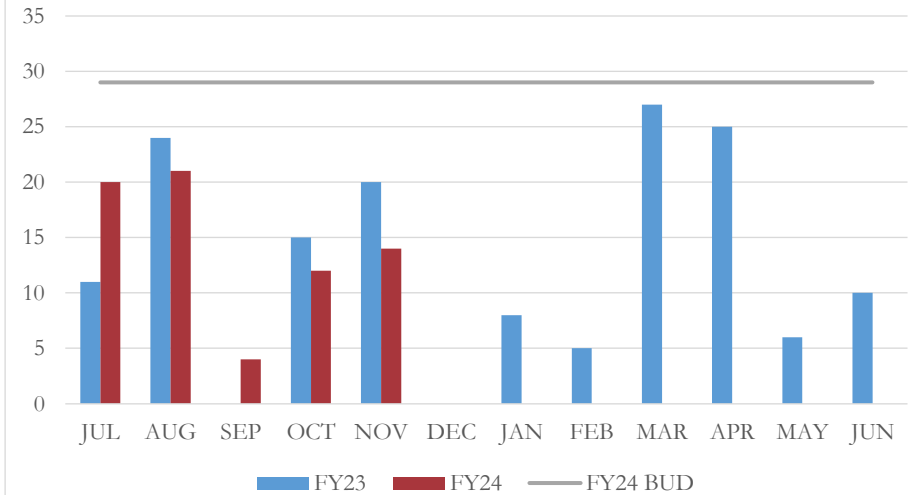
Swing Bed Days



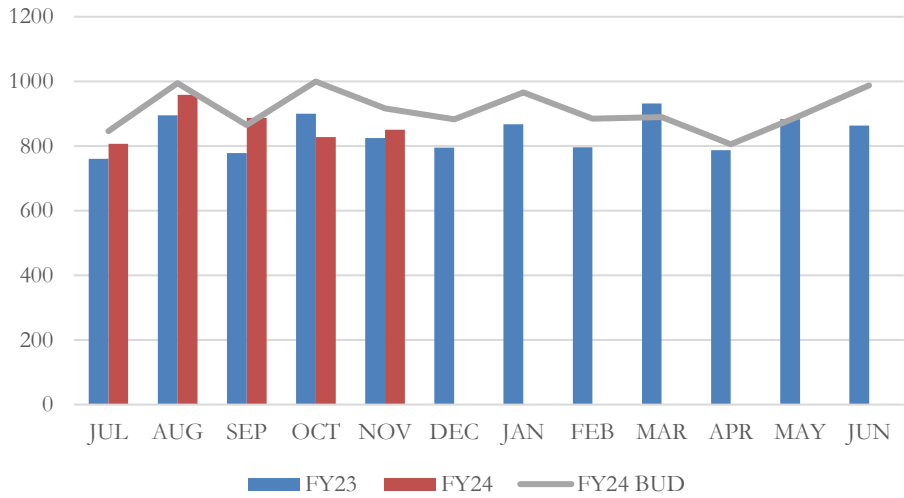
ER Visits



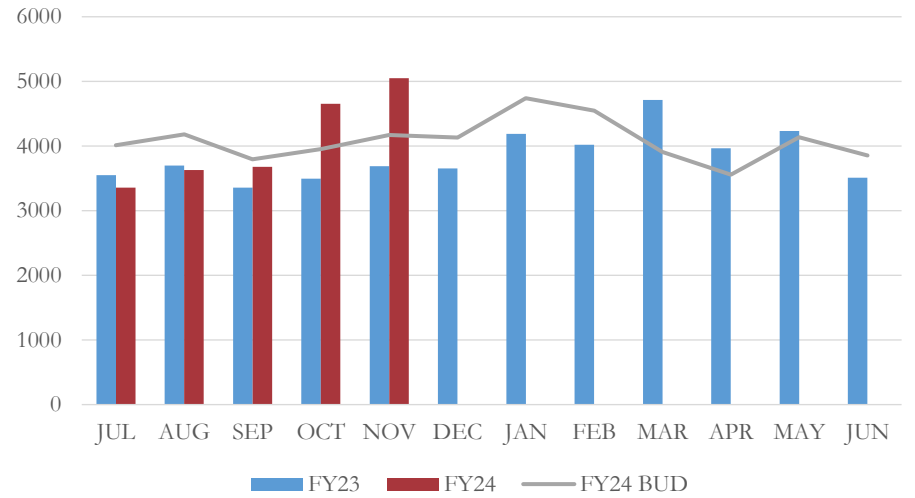
Surgery Patients



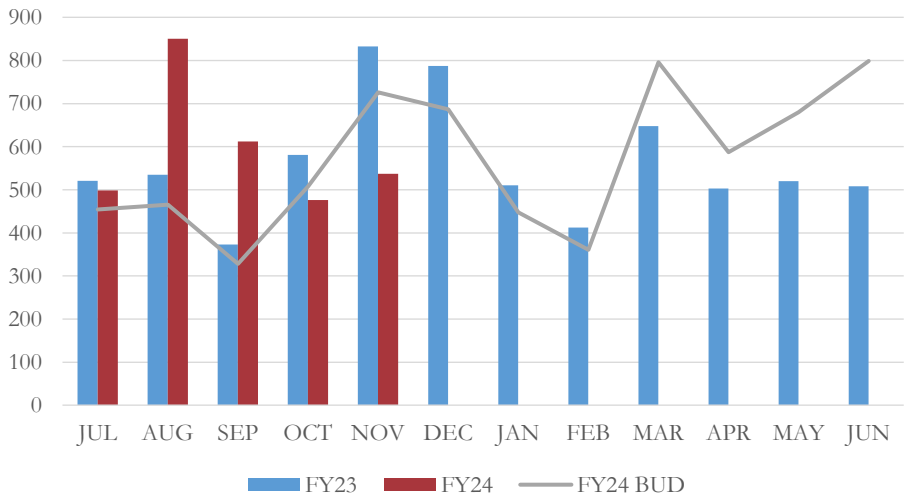
Imaging Visits



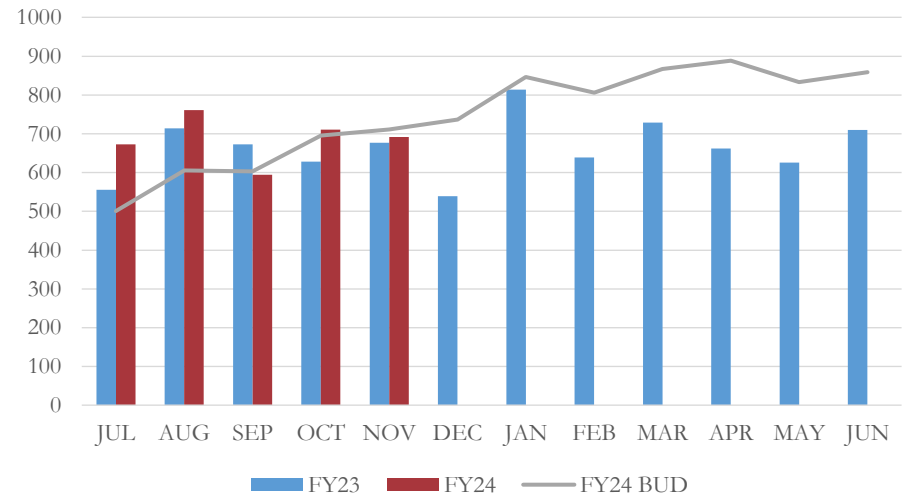
Lab Tests



RT Procedures



Clinic Visits



southern Coos Hospital & Health Center

Balance Sheet

for The Period Ending November 2023

	Balance as of November 2023	Balance as of June 2023	Change	Balance as of June 2022
Assets				
Current Assets				
Cash - Operating	8,232,184	8,783,262	(551,078)	6,600,542
Covid-19 Relief Funds	-	-	-	1,201,335
Medicare Accelerated Payments	-	-	-	3,041,479
Investments - Unrestricted	984,700	1,772,505	(787,805)	1,452,639
Investments - Restricted	9,488	9,488	-	9,488
Investment - USDA Restricted	233,705	233,705	-	233,705
Investment - Board Designated	1,972,783	1,972,783	-	1,972,783
Cash and Cash Equivalents	11,432,861	12,771,743	(1,338,883)	14,511,971
Patient Accounts Receivable	7,308,055	5,628,112	1,679,944	5,990,969
Allowance for Uncollectibles	(3,449,374)	(2,814,433)	(634,942)	(2,793,125)
Net Patient Accounts Receivable	3,858,681	2,813,679	1,045,002	3,197,844
Other Receivables	174	20,892	(20,718)	7,034
Inventory	400,188	262,233	137,954	163,375
Prepaid Expense	358,499	367,358	(8,859)	479,232
Property Tax Receivable	(211,836)	28,158	(239,994)	485,119
Total Current Assets	15,838,566	16,264,064	(425,498)	18,844,575
Property, Plant and Equipment				
Land	461,527	461,527	-	461,527
Property and Equipment:	20,244,469	20,092,234	152,235	17,205,488
Less: Accumulated Depreciation	(14,411,608)	(13,904,245)	(507,363)	(12,886,837)
Construction In Progress	45,744	28,376	17,367	67,081
Net PP&E	6,340,133	6,677,893	(337,760)	4,847,259
Total Assets	22,178,699	22,941,957	(763,258)	23,691,835



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending November 2023

	Balance as of November 2023	Balance as of June 2023	Change	Balance as of June 2022
Liabilities and Net Assets				
Current Liabilities				
Accounts Payable	703,956	1,483,313	(779,357)	772,657
Accrued Payroll and Benefits	1,242,958	1,145,490	97,468	1,195,908
Interest and Other Payable	924,439	900,332	24,107	712,471
Current Portion of Long Term Debt	749,210	779,030	(29,820)	246,328
Medicare Accelerated Fund	-	-	-	3,041,479
Provider Relief Funds	-	-	-	1,201,335
Current Liabilities	3,620,564	4,308,166	(687,602)	7,170,179
Long-Term Debt	5,451,964	5,745,681	(293,717)	4,236,981
Less Current Portion of Long-Term Debt	(749,210)	(779,030)	29,820	(246,328)
Total Long-Term Debt, net	4,702,755	4,966,652	(263,897)	3,990,653
Total Liabilities	8,323,318	9,274,817	(951,499)	11,160,832
Net Assets:				
Fund Balance	13,667,140	12,531,014	1,136,125	12,706,270
Change in Net Position	188,241	1,136,125	(947,885)	(175,268)
Total Net Assets	13,855,381	13,667,140	188,241	12,531,002
Total Liabilities & Net Assets	22,178,699	22,941,957	(763,258)	23,691,835



Southern Coos Hospital & Health Center

Summary Statements of Revenues, Expenses, and Changes in Net Position
For The Period Ending November 30, 2023

	Current Month - Nov 2023				Year To Date - Nov 2023					
	Nov-2023 Actual	Nov-2023 Budget	Variance	Var %	Nov-2022 Actual	Nov-2023 Actual	Nov-2023 Budget	Variance	Var %	Nov-2022 Actual
Patient Revenue										
Inpatient	1,060,741	1,384,276	(323,534)	(23.4%)	1,242,120	5,194,256	6,352,347	(1,158,091)	(18.2%)	5,647,197
Outpatient	2,964,738	3,181,336	(216,598)	(6.8%)	2,576,250	14,492,510	15,703,323	(1,210,814)	(7.7%)	12,819,384
Total Patient Revenue	4,025,479	4,565,612	(540,132)	(11.8%)	3,818,370	19,686,766	22,055,671	(2,368,905)	(10.7%)	18,466,581
Deductions From Revenue										
Total Deductions	1,261,165	1,741,283	480,117	27.6%	1,607,991	7,012,670	8,411,250	1,398,580	16.6%	6,585,231
Revenue Deductions %	31.3%	38.1%			42.1%	35.6%	38.1%			35.7%
Net Patient Revenue	2,764,314	2,824,329	(60,015)	(2.1%)	2,210,379	12,674,096	13,644,421	(970,325)	(7.1%)	11,881,350
Other Operating Revenue	1,226	10,449	(9,223)	(88.3%)	25	2,226	52,244	(50,019)	(95.7%)	100
Total Operating Revenue	2,765,540	2,834,778	(69,238)	(2.4%)	2,210,404	12,676,322	13,696,665	(1,020,344)	(7.4%)	11,881,450
Operating Expenses										
Salaries & Wages	1,170,312	1,240,455	70,143	5.7%	1,121,878	5,783,823	6,225,015	441,192	7.1%	5,398,865
Contract Labor	204,260	217,043	12,783	5.9%	160,186	1,152,635	999,614	(153,022)	(15.3%)	780,570
Benefits	307,268	303,349	(3,919)	(1.3%)	284,341	1,433,321	1,552,963	119,642	7.7%	1,291,617
Total Labor Expenses	1,681,840	1,760,846	79,006	4.5%	1,566,405	8,369,779	8,777,592	407,813	4.6%	7,471,052
Professional Fees	281,372	227,544	(53,828)	(23.7%)	253,413	1,397,145	1,137,721	(259,424)	(22.8%)	1,210,881
Purchased Services	252,096	286,301	34,205	11.9%	199,016	1,270,073	1,431,505	161,432	11.3%	1,125,877
Drugs & Pharmaceuticals	59,188	50,023	(9,164)	(18.3%)	39,458	351,867	255,137	(96,730)	(37.9%)	234,981
Medical Supplies	18,085	32,219	14,134	43.9%	22,917	89,238	155,485	66,247	42.6%	122,212
Other Supplies	95,720	101,085	5,365	5.3%	89,973	442,512	505,425	62,912	12.4%	465,075
Lease and Rental	1,100	-	(1,100)	0.0%	-	4,400	-	(4,400)	0.0%	-
Maintenance & Repairs	27,739	22,954	(4,785)	(20.8%)	15,785	106,595	114,772	8,177	7.1%	93,839
Other Expenses	92,204	85,890	(6,314)	(7.4%)	(25,821)	355,900	431,070	75,170	17.4%	402,237
Utilities	30,521	26,508	(4,013)	(15.1%)	19,761	127,746	132,538	4,791	3.6%	127,856
Insurance	20,185	21,547	1,363	6.3%	21,309	99,624	107,737	8,113	7.5%	106,416
Depreciation & Amortization	100,717	98,122	(2,595)	(2.6%)	181,987	507,363	477,855	(29,508)	(6.2%)	385,790
Total Operating Expenses	2,660,767	2,713,041	52,274	1.9%	2,384,202	13,122,243	13,526,838	404,595	3.0%	11,746,215
Operating Income / (Loss)	104,773	121,737	(16,964)	(13.9%)	(173,798)	(445,921)	169,827	(615,749)	(362.6%)	135,235
Non-Operating										
Property Taxes	93,248	91,439	1,809	2.0%	89,427	479,080	457,194	21,886	4.8%	447,134
Non-Operating Revenue	20,705	9,361	11,344	121.2%	4,715	87,206	46,807	40,399	86.3%	29,585
Interest Expense	(29,051)	(27,066)	(1,985)	7.3%	(49,117)	(124,215)	(135,332)	11,117	(8.2%)	(108,252)
Investment Income	41,760	25,104	16,655	66.3%	24,392	207,015	125,522	81,493	64.9%	86,606
Gain(Loss) on Sale of Assets	-	-	-	0.0%	-	(14,924)	-	(14,924)	0.0%	-
Total Non-Operating	126,661	98,838	27,823	28.2%	69,417	634,162	494,192	139,970	28.3%	455,072
Change in Net Position	231,435	220,576	10,859	4.9%	(104,381)	188,241	664,019	(475,778)	(71.7%)	590,307



Southern Coos Hospital & Health Center

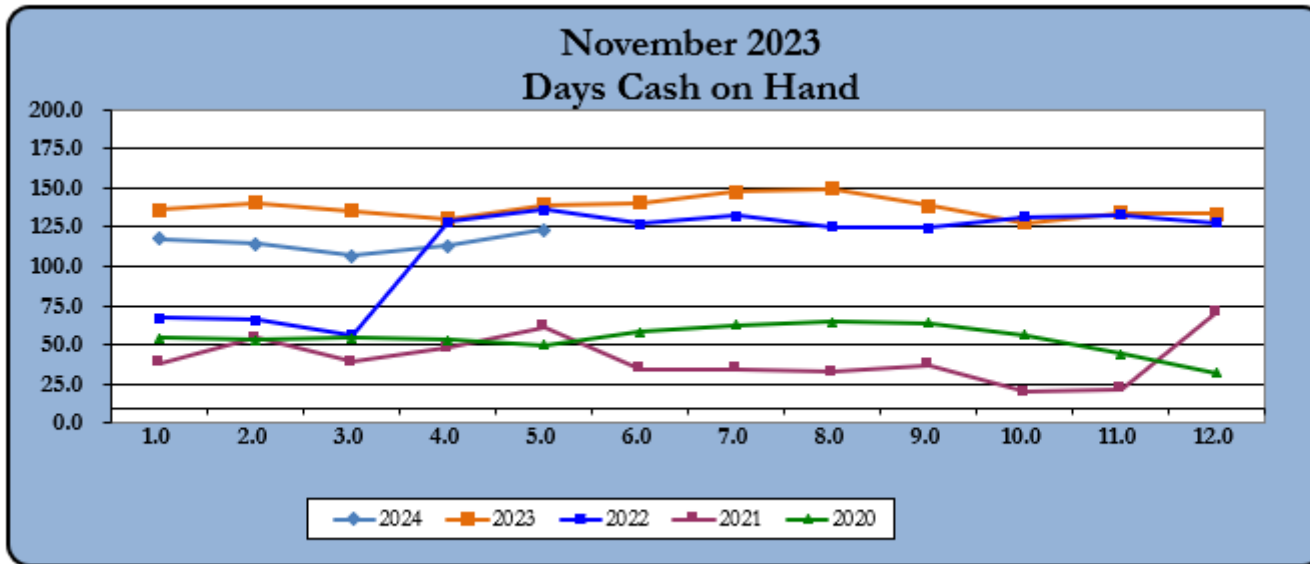
Income Statement

For The Period Ending November 2023

Comparison to Prior Months

	Current FY 2022					
	Jun-2023	Jul-2023	Aug-2023	Sep-2023	Oct-2023	Nov-2023
Patient Revenue						
Inpatient	716,725	884,189	1,128,762	1,101,722	1,018,842	1,060,741
Outpatient	2,622,888	2,874,864	2,966,388	2,859,737	2,826,783	2,964,738
Total Patient Revenue	3,339,613	3,759,053	4,095,150	3,961,459	3,845,624	4,025,479
Deductions From Revenue						
Charity Services	17,127	19,129	18,966	26,747	8,753	18,218
Contractual Allowances	993,002	1,385,666	1,612,254	964,160	1,119,403	1,154,956
Other Discounts	73,668	73,845	219,681	240,320	88,409	96,974
Bad Debt	(14,250)	(12,609)	(9,061)	168	(4,327)	(8,982)
Total Deductions	1,069,547	1,466,030	1,841,841	1,231,396	1,212,238	1,261,165
Net Patient Revenue	2,270,066	2,293,023	2,253,309	2,730,063	2,633,387	2,764,314
Other Operating Revenue	2,602	45	20	55	880	1,226
Total Operating Revenue	2,272,668	2,293,068	2,253,329	2,730,118	2,634,267	2,765,540
Operating Expenses						
Salaries & Wages	1,062,583	1,085,914	1,105,312	1,126,071	1,296,214	1,170,312
Benefits	298,364	359,248	228,508	172,069	366,228	307,268
Contract Labor	299,433	232,337	283,570	229,496	202,973	204,260
Professional Fees	220,348	274,043	271,895	274,475	295,359	281,372
Purchased Services	164,680	270,261	259,262	254,426	234,027	252,096
Medical Supplies	22,873	15,493	18,874	20,516	16,269	18,085
Drugs & Pharmaceuticals	(43,426)	91,428	57,011	79,431	64,809	59,188
Other Supplies	81,645	85,676	125,366	59,375	76,376	95,720
Depreciation & Amortization	152,846	96,912	97,554	97,335	114,846	100,717
Lease and Rental	-	-	1,100	1,100	1,100	1,100
Maintenance & Repairs	17,403	28,446	21,338	10,792	18,279	27,739
Utilities	26,873	24,281	25,030	28,084	19,831	30,521
Insurance	69,103	19,860	19,860	19,860	19,860	20,185
Other Expenses	152,552	536	92,112	100,380	70,668	92,204
Total Operating Expenses	2,525,276	2,584,438	2,606,791	2,473,409	2,796,838	2,660,767
Excess of Revenue Over Expenses fr	(252,608)	(291,370)	(353,462)	256,709	(162,571)	104,773
Non-Operating						
Unrestricted Contributions	76,585	102,269	89,427	89,427	104,710	93,248
Other Non-Operating Revenue\Expenses	1,239,458	2,948	46,708	11,292	5,554	20,705
Investment Income	33,670	39,558	40,833	40,730	44,134	41,760
Gain(Loss) on Sale of Assets	(18,374)	-	-	-	(14,923.62)	-
Total Non-Operating	1,331,338	144,774	176,967	141,449	139,474	155,713
Interest Expense	(36,640)	(26,198)	(25,964)	(25,758)	(17,245)	(29,051)
Excess of Revenue Over Expenses	1,042,091	1,041,764	1,041,764	1,041,764	(40,342)	231,435





Calculation:

Total Unrestricted Cash on Hand
Daily Operating Cash Needs

Definition:

This ratio quantifies the amount of cash on hand in terms of how many "days" an organization can survive with existing cash reserves.

Desired Position:

Upward trend, above the median

Year	Average
2024	115.0
2023	137.8
2022	113.0
2021	41.2
2020	54.0

Benchmark

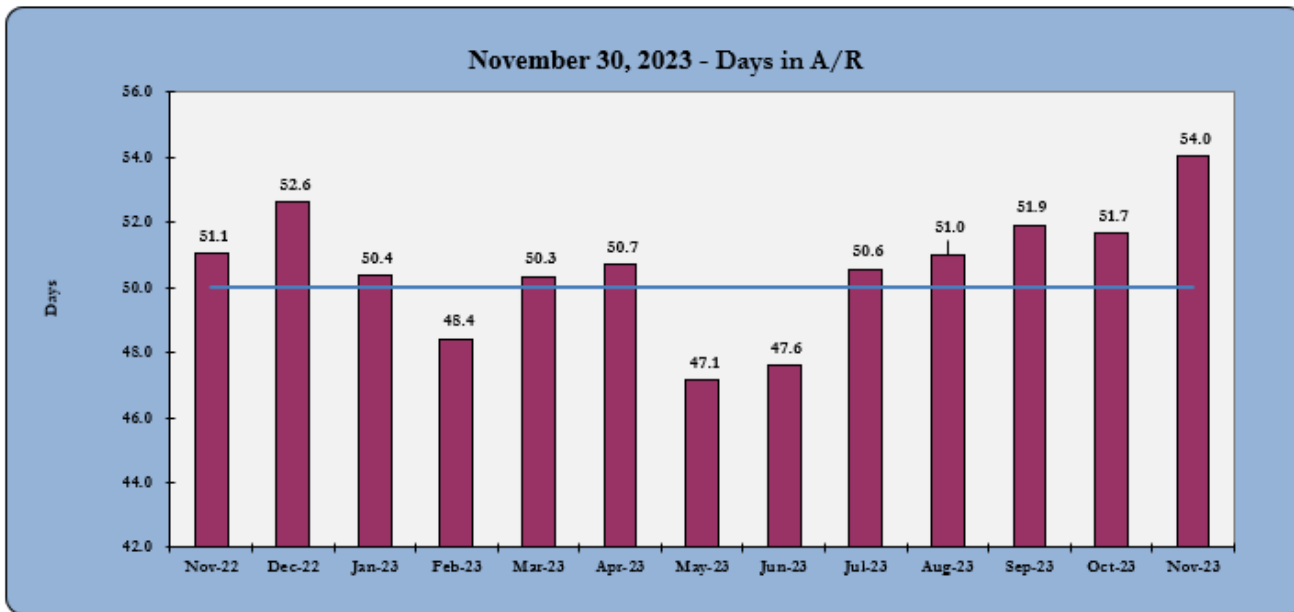
80 Days

How ratio is used:

This ratio is frequently used by bankers, bondholders and analysts to gauge an organization's liquidity--and ability to meet short term obligations as they mature.

Fiscal	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
2024	117.7	114.5	106.8	113.1	123.1							
2023	135.9	140.8	135.2	130.5	139.4	140.7	147.8	149.7	138.9	127.8	134.2	133.3
2022	67.2	66.2	56.6	128.6	136.1	127.4	132.1	125.1	124.6	131.5	132.8	127.5
2021	38.7	54.6	39.1	48.2	61.6	34.4	34.6	33.0	37.2	19.9	21.9	70.8
2020	54.3	53.4	54.2	53.3	50.3	58.3	62.6	64.9	63.8	56.4	44.0	32.0





Calculation: $\frac{\text{Gross Accounts Receivable}}{\text{Average Daily Revenue}}$

Definition: Considered a key "liquidity ratio" that calculates how quickly accounts are being paid.

Desired Position: Downward trend below the median, and below average.

Benchmark 50

How ratio is used: Used to determine timing required to collect accounts. Usually, organizations below the average Days in AR are likely to have higher levels of Days Cash on Hand.

	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23
A/R (Gross)	6,242,296	6,684,720	6,158,963	5,756,386	6,096,420	6,038,783	5,617,678	5,350,234	5,896,120	6,202,815	6,668,233	6,683,559	7,026,722
Days in AR	51.1	52.6	50.4	48.4	50.3	50.7	47.1	47.6	50.6	51.0	51.9	51.7	54.0
***	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23
A/R (Gross)	6,242,296	6,684,720	6,158,963	5,756,386	6,096,420	6,038,783	5,617,678	5,350,234	5,896,120	6,202,815	6,668,233	6,683,559	7,026,722
Days in Month	30	31	31	28	31	30	31	30	31	31	30	31	30
Monthly Revenue	3,818,370	3,871,096	3,560,966	3,266,860	4,071,756	3,262,905	3,627,380	3,339,613	3,759,053	4,095,150	3,961,459	3,845,624	4,025,479
3 Mo Avg Daily Revenue	122,264	127,053	122,287	118,877	121,106	119,118	119,153	112,416	116,587	121,672	128,431	129,372	130,028
Days in AR	51.1	52.6	50.4	48.4	50.3	50.7	47.1	47.6	50.6	51.0	51.9	51.7	54.0



SOUTHERN COOS HOSPITAL & HEALTH CENTER
CAPITAL PURCHASES SUMMARY

FY2024

Approved Projects:

Project Name	Department	Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Notes
Non-Threshold Capital Purchases (<\$15,000)						
New desk/workspace	ER	\$ 14,500.00		\$ 14,500.00		
Reclining Chairs	Radiology	\$ 10,500.00		\$ 10,500.00		
Desk Dividers	MedSurg	\$ 10,000.00		\$ 10,000.00		
Workstation Replacement	Information Systems	\$ 10,000.00		\$ 10,000.00		
Refrigerator Double Doors	Lab	\$ 10,000.00		\$ 10,000.00		
Bed Alarm System	Lab	\$ 10,000.00		\$ 10,000.00		
External automatic door near MRI	MedSurg	\$ 10,000.00		\$ 10,000.00		
Suction flow meters (13)	Radiology	\$ 9,595.00		\$ 9,595.00		
UHS Blanket Warming Unit	MedSurg	\$ 7,500.00		\$ 7,500.00		
Blanket Warmers	Radiology	\$ 7,335.00	\$ 5,631.00	\$ 1,704.00	9.30.23	PO # 1606862
Ultrasound Probe hockey stick	Radiology	\$ 7,000.00		\$ 7,000.00		
ID TipMaster	Radiology	\$ 5,000.00		\$ 5,000.00		
PAPR	Lab	\$ 4,667.00		\$ 4,667.00		
Door security	Radiology	\$ 4,000.00		\$ 4,000.00		
Not in Budget (<\$15,000)						
Clinic Lobby Refresh	Clinic	\$ -	\$ 6,525	\$ (6,525.00)	11.30.23	PO # 1606840
IS Office Relocation	Information Systems	\$ -	\$ 13,812	\$ (13,812.10)		PO #'s 1606896 / 1606910 / 1606800 - In Progress
		\$ 120,097	\$ 25,968	\$ 94,129		



SOUTHERN COOS HOSPITAL & HEALTH CENTER
CAPITAL PURCHASES SUMMARY

FY2024

Approved Projects:		Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Notes
Project Name	Department					
Threshold Projects (>\$15,000)						
Drug Dispensing System	Pharmacy	\$ 170,000.00		\$ 170,000.00		
Air Handler Fin replacement	Engineering	\$ 70,000.00		\$ 70,000.00		
AMSCO Washer	Surgery	\$ 62,000.00		\$ 62,000.00		
Construction for Washer	Surgery	\$ 44,500.00		\$ 44,500.00		
Gurney	ER	\$ 43,700.00		\$ 43,700.00		
Bariatric Bed	MedSurg	\$ 35,000.00		\$ 35,000.00		
Cardiac Monitors	MedSurg	\$ 25,000.00		\$ 25,000.00		
Outside Sign Upgrades	Engineering	\$ 24,500.00		\$ 24,500.00		
Ultrasound Probe Cardiac 3D X5-1	Radiology	\$ 23,000.00		\$ 23,000.00		
Wi-Fi System Upgrade	Information Systems	\$ 22,000.00		\$ 22,000.00		
Security Camera System Expansion	Information Systems	\$ 21,000.00		\$ 21,000.00		
DataCenter Battery Backup Replacement	Information Systems	\$ 20,000.00		\$ 20,000.00		
BACT Alert 360 D Replacement	Lab	\$ 20,000.00		\$ 20,000.00		
Ultrasound Echo Bed	Radiology	\$ 19,203.00		\$ 19,203.00		
EKG Machine	ER	\$ 15,000.00	\$ 19,967.79	\$ (4,967.79)		PO # 1606956 - In Progress
Storage Server Replacement	Information Systems	\$ 15,000.00		\$ 15,000.00		
Not in Budget (>\$15,000)		\$ -		\$ -		
		\$ 629,903	\$ 19,968	\$ 609,935		
Grand Total		\$ 750,000	\$ 45,936	\$ 704,064		

FY2024

Grant Funded Projects:		Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Grant Funding Source
Project Name	Department					
2019 Ford F-350	Hospital	\$ 54,290.50	\$ 54,291	\$ -	10.31.23	SHIP ARPA - Covid Testing & Mitigation
Emergency Response Trailer	Hospital	63,171	63,171	\$ -	10.31.23	SHIP ARPA - Covid Testing & Mitigation
		\$ 117,462	\$ 117,462	\$ -		

Clinic Provider Income Summary

All Providers

For The Budget Year 2024

												Current Budget YTD	
	ACT	BUD	ACT	BUD	ACT	BUD	ACT	BUD	ACT	BUD	ACT	FY24	
	JUL	JUL	AUG	AUG	SEP	SEP	OCT	OCT	NOV	NOV	YTD	Budget	Variance
Provider Productivity Metrics													
Clinic Days	72	54	77	34	64	34	57	51	56	52	326	321	5
Total Visits	475	364	530	162	392	162	462	255	497	283	2356	2,236	120
Visits/Day	6.6	6.7	6.9	4.8	6.1	4.8	8.1	5.0	8.9	5.5	7.2	7.0	0.3
Total RVU	1,062.44	815.78	1,131.34	406.25	924.00	402.28	1,035.21	523.43	800.49	575.22	4,953.48	4,900.51	52.97
RVU/Visit	2.24	2.24	2.13	2.51	2.36	2.48	2.24	2.05	1.61	2.03	2.10	2.19	(0.09)
RVU/Clinic Day	14.86	15.07	14.69	12.09	14.44	11.98	18.16	10.33	14.29	11.15	15.22	15.29	(0.07)
Gross Revenue/Visit	381.78	395.56	375.49	1,013.69	482.56	1,030.09	389.42	348.48	348.70	340.31	391.65	386.38	5.28
Gross Revenue/RVU	170.69	176.55	175.91	404.36	204.72	414.73	173.79	170.00	216.50	167.54	186.28	176.33	9.95
Net Rev/RVU	75.85	80.78	76.83	185.26	88.11	188.80	75.89	81.07	91.37	81.41	80.88	79.55	1.32
Expense/RVU	111.15	157.76	129.65	311.65	120.94	308.95	141.54	257.59	135.08	226.03	127.42	131.81	(4.39)
Diff	(35.30)	(76.97)	(52.82)	(126.39)	(32.83)	(120.15)	(65.65)	(176.52)	(43.71)	(144.62)	(46.54)	(52.26)	5.72
Net Rev/Day	1,127.08	1,217.39	1,128.78	2,240.48	1,272.09	2,261.01	1,378.32	837.39	1,306.08	907.64	1,230.78	1,216.06	14.72
Expense/Day	1,651.58	2,377.37	1,904.84	3,768.99	1,746.09	3,699.84	2,570.57	2,660.77	1,930.94	2,520.13	1,939.07	2,014.94	(75.87)
Diff	(524.50)	(1,159.98)	(776.07)	(1,528.51)	(474.00)	(1,438.83)	(1,192.26)	(1,823.38)	(624.86)	(1,612.49)	(708.28)	(798.87)	90.59
Patient Revenue													
Outpatient													
Total Patient Revenue	181,345	144,030	199,009	164,273	189,164	166,839	179,914	88,983	173,303	96,373	922,735	864,090	58,645
Deductions From Revenue													
Total Deductions From Revenue (Note A)	100,759	78,129	112,093	89,011	107,750	90,887	101,350	46,549	100,163	49,546	522,114	474,241	47,873
Net Patient Revenue	80,587	65,901	86,916	75,262	81,414	75,952	78,564	42,434	73,141	46,827	400,621	389,848	10,772
Total Operating Revenue	80,587	65,901	86,916	75,262	81,414	75,952	78,564	42,434	73,141	46,827	400,621	389,848	10,772
Operating Expenses													
Salaries & Wages	61,877	69,247	86,051	69,247	65,014	67,578	85,103	70,328	55,519	68,624	353,564	345,023	8,541
Benefits	3,426	8,703	6,338	7,979	4,569	7,478	12,992	7,835	10,408	7,582	37,733	39,577	(1,844)
Medical Supplies	-	496	-	567	131	567	57	638	1,273	567	1,461	2,837	(1,375)
Other Supplies	746	132	36	132	579	132	510	132	1,969	132	3,839	662	3,178
Other Expenses	2,500	3,742	1,667	3,742	1,667	3,742	4,355	2,225	3,047	2,225	13,235	18,712	(5,477)
Allocation Expense	49,539	46,373	52,526	44,940	39,750	44,787	43,546	53,672	35,835	50,888	221,196	239,142	(17,946)
Total Operating Expenses	118,088	128,694	146,673	126,608	111,750	124,285	146,523	134,831	108,133	130,019	631,166	645,954	(14,788)
Excess of Operating Rev Over Exp	(37,501)	(62,793)	(59,757)	(51,346)	(30,336)	(48,333)	(67,959)	(50,121)	(34,992)	(42,338)	(230,545)	(256,105)	25,560
Total Non-Operating Income	-	-	-	-	-	-	-	-	-	-	-	-	-
Excess of Revenue Over Expenses	(37,501)	(62,793)	(59,757)	(51,346)	(30,336)	(48,333)	(67,959)	(50,121)	(34,992)	(42,338)	(230,545)	(256,105)	25,560

Note A - Average Collection Rate =41% of Gross Charges, therefore the Deduction Rate is 59% of Gross Charges



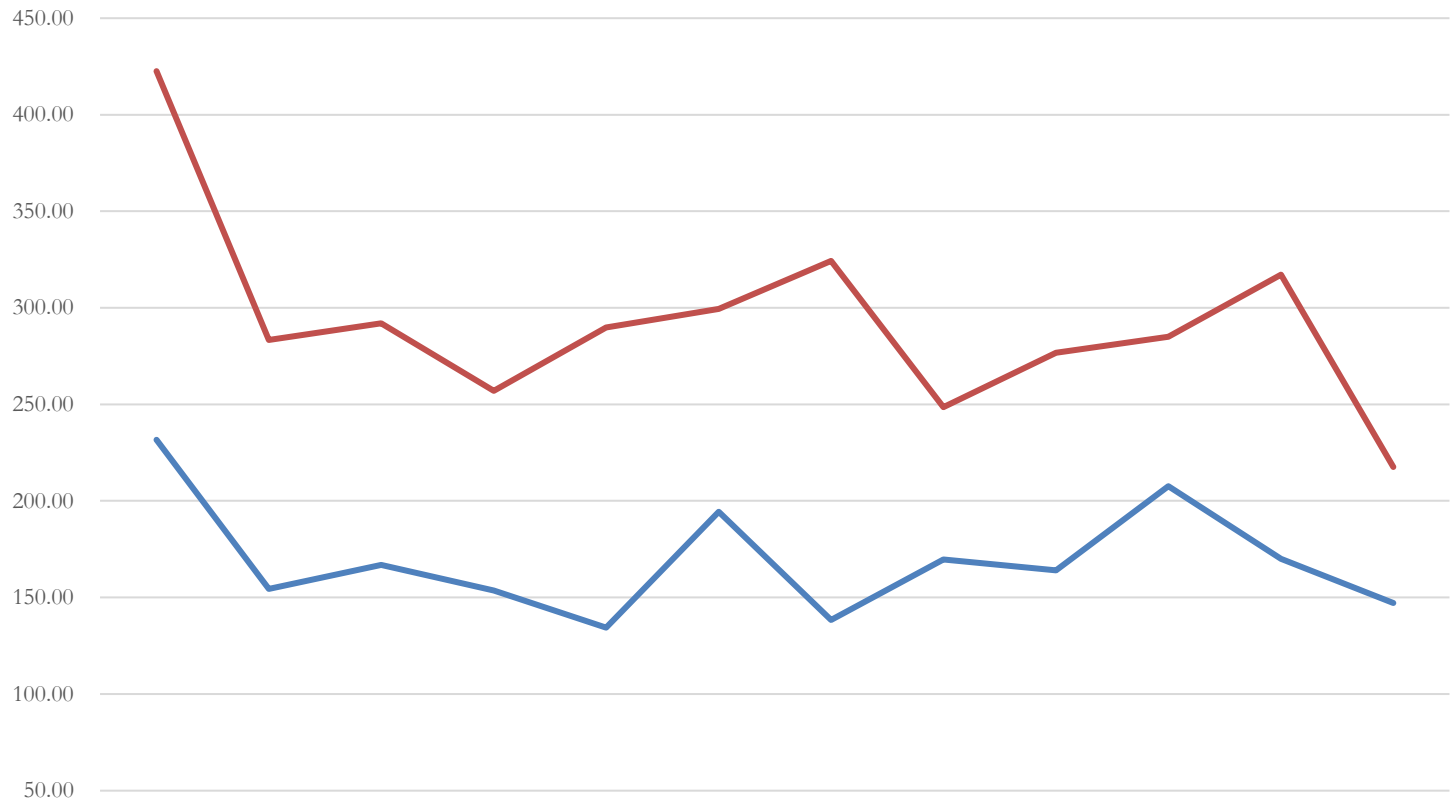
Southern Coos Hospital & Health Center

Summary Statements of Revenues, Expenses, and Changes in Net Position
For The Period Ending November 30, 2023

	Current Month - Nov-2023			Year To Date - Nov-2023		
	Hospital	Clinic Providers	Nov-2023	Hospital	Clinic Providers	Nov-2023
	Actual	Actual	Actual	Actual	Actual	Actual
Patient Revenue						
Inpatient	1,060,741	-	1,060,741	5,194,256	-	5,194,256
Outpatient	2,791,435	173,303	2,964,738	13,569,775	922,735	14,492,510
Total Patient Revenue	3,852,176	173,303	4,025,479	18,764,031	922,735	19,686,766
Deductions From Revenue						
Total Deductions	1,161,002	100,163	1,261,165	6,490,555	522,114	7,012,670
<i>Revenue Deductions %</i>	<i>30.1%</i>	<i>57.8%</i>	<i>31.3%</i>	<i>34.6%</i>	<i>56.6%</i>	<i>35.6%</i>
Net Patient Revenue	2,691,174	73,141	2,764,314	12,273,476	400,621	12,674,096
Other Operating Revenue	1,226	-	1,226	2,226	-	2,226
Total Operating Revenue	2,692,400	73,141	2,765,540	12,275,701	400,621	12,676,322
Operating Expenses						
Total Labor Expenses	1,615,913	65,928	1,681,840	7,978,482	391,297	8,369,779
Total Other Operating Expenses	936,721	42,205	978,926	4,512,595	239,869	4,752,463
Total Operating Expenses	2,552,634	108,133	2,660,767	12,491,077	631,166	13,122,243
Operating Income / (Loss)	139,765	(34,992)	104,773	(215,376)	(230,545)	(445,921)
Net Non-Operating Revenues	126,661	-	126,661	634,162	-	634,162
Change in Net Position	266,427	(34,992)	231,435	418,786	(230,545)	188,241
Collection Rate %	69.9%	42.2%	68.7%	65.4%	43.4%	64.4%
Compensation Ratio %	60.0%	90.1%	60.8%	65.0%	97.7%	66.0%
OP EBIDA Margin \$	240,482	(34,992)	205,490	291,987	(230,545)	61,441
OP EBIDA Margin %	8.9%	(47.8%)	7.4%	2.4%	(57.5%)	0.5%
Total Margin (%)	9.9%	(47.8%)	8.4%	3.4%	(57.5%)	1.5%



Net Revenue/Expense Per Clinic Visit - Clinic Combined



	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
Net Rev/Visit	231.66	154.49	166.83	153.59	134.37	194.29	138.34	169.66	163.99	207.69	170.05	147.16
Expenses/Visit	422.57	283.33	291.97	257.00	289.88	299.36	324.20	248.61	276.74	285.08	317.15	217.57



Surgical Services Income Summary

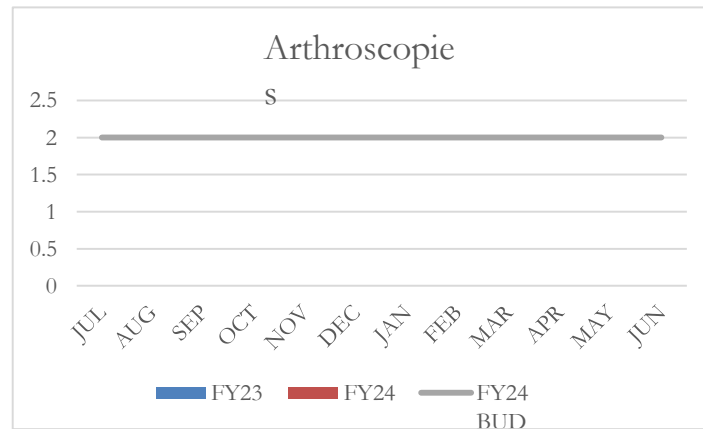
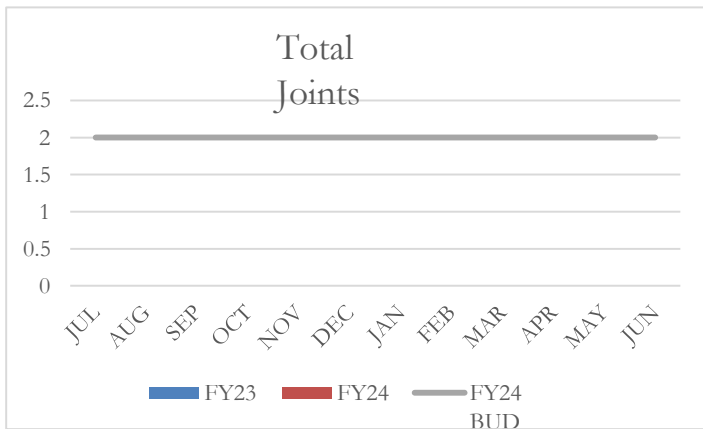
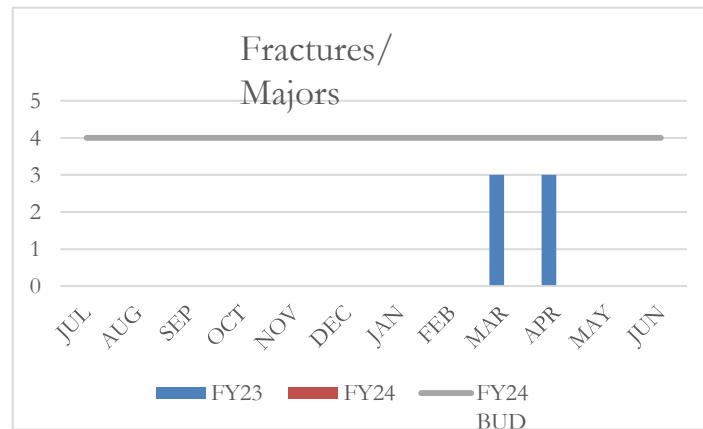
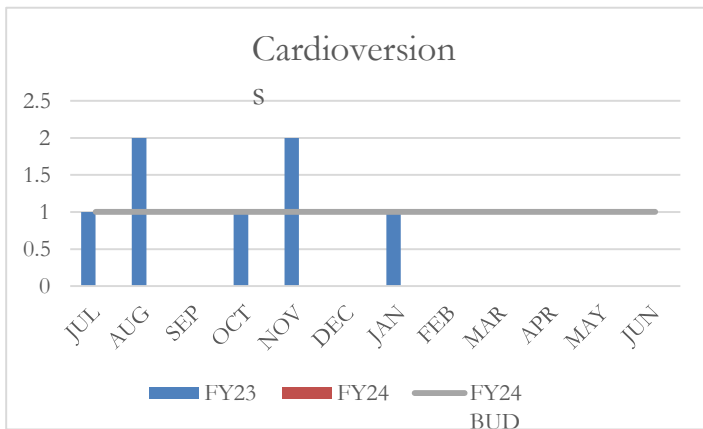
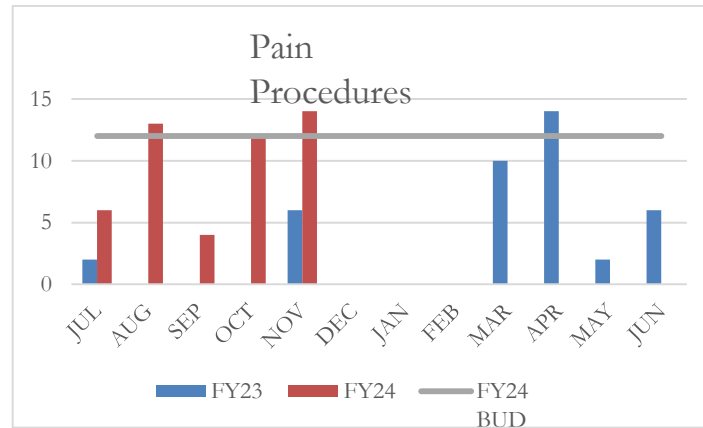
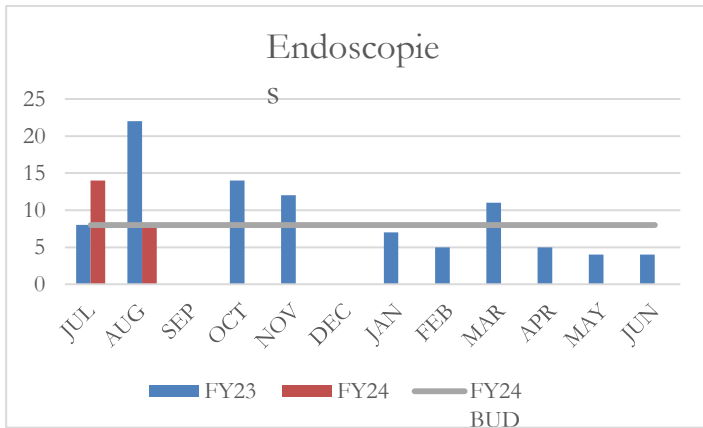
All Providers

For The Budget Year 2024

												Current Budget YTD	
	ACT JUL	BUD JUL	ACT AUG	BUD AUG	ACT SEP	BUD SEP	ACT OCT	BUD OCT	ACT NOV	BUD NOV	ACT FY 24 YTD	FY24 Budget	Variance
Provider Productivity Metrics													
Productive Days	21	21	23	23	21	21	22	22	22	22	87	87	0
Total Visits	20	29	21	29	4	29	12	29	14	29	71	145	(74)
Visits/Day	1.0	1.4	0.9	1.3	0.2	1.4	0.5	1.3	0.6	1.3	0.8	1.7	(0.9)
Gross Revenue/Visit	1,791.35	10,041.13	2,255.18	10,041.13	260.11	10,041.13	380.42	10,041.13	510.60	10,126.04	1,351.26	10,058.11	(8,706.84)
Net Rev/Day	1,006.57	8,181.13	1,214.86	7,469.72	29.23	8,181.13	122.43	7,809.26	191.71	7,875.30	650.63	9,890.47	(9,239.85)
Expense/Day	5,091.41	5,707.17	3,994.01	5,190.86	5,508.10	5,496.10	4,966.83	5,497.99	6,098.48	5,351.71	6,673.78	6,950.55	(276.77)
Diff	(4,084.84)	2,473.96	(2,779.15)	2,278.86	(5,478.87)	2,685.02	(4,844.41)	2,311.27	(5,906.78)	2,523.58	(6,023.16)	2,939.92	(8,963.08)
Patient Revenue													
Outpatient													
Total Patient Revenue	35,827	291,193	47,359	291,193	1,040	291,193	4,565	291,193	7,148	293,655	95,940	1,458,426	(1,362,486)
Deductions From Revenue													
Total Deductions From Revenue (Note A)	14,689	119,389	19,417	119,389	427	119,389	1,872	119,389	2,931	120,399	39,335	597,955	(558,619)
Net Patient Revenue	21,138	171,804	27,942	171,804	614	171,804	2,693	171,804	4,218	173,257	56,604	860,471	(803,867)
Total Operating Revenue	21,138	171,804	27,942	171,804	614	171,804	2,693	171,804	4,218	173,257	56,604	860,471	(803,867)
Operating Expenses													
Salaries & Wages	47,576	78,269	47,521	78,269	66,219	75,837	64,725	80,531	76,281	78,026	293,467	390,934	(97,467)
Benefits	14,787	23,202	9,004	22,742	9,890	21,204	14,242	22,046	13,592	21,335	61,515	110,529	(49,014)
Purchased Services	36,435	291	27,445	291	28,005	291	22,780	291	19,135	291	133,800	1,456	132,344
Medical Supplies	2,130	12,946	1,948	12,946	1,389	12,944	3,038	12,946	1,708	12,944	10,212	64,727	(54,515)
Other Supplies	280	2,289	78	2,289	155	2,289	(842)	2,289	10,049	2,289	41,308	22,792	18,516
Maintenance and Repairs	5,573	2,269	5,728	2,269	1,835	2,269	5,188	2,269	13,262	2,269	31,587	11,346	20,241
Other Expenses	139	583	139	583	8,177	583	139	583	139	583	8,731	2,914	5,816
Total Operating Expenses	106,920	119,850	91,862	119,390	115,670	115,418	109,270	120,956	134,167	117,738	580,619	604,698	(24,079)
Excess of Operating Rev Over Exp	(85,782)	51,953	(63,921)	52,414	(115,056)	56,385	(106,577)	50,848	(129,949)	55,519	(524,015)	255,773	(779,788)
Total Non-Operating Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Excess of Revenue Over Expenses	(85,782)	51,953	(63,921)	52,414	(115,056)	56,385	(106,577)	50,848	(129,949)	55,519	(524,015)	255,773	(779,788)

Note A - Average Collection Rate =59% of Gross Charges, therefore the Deduction Rate is 41% of Gross Charges





ER Provider Income Summary

All Providers

For The Budget Year 2024

Current Budget YTD

	ACT JUL	BUD JUL	ACT AUG	BUD AUG	ACT SEP	BUD SEP	ACT OCT	BUD OCT	ACT NOV	BUD NOV	ACT YTD	FY24 Budget	Variance
Provider Productivity Metrics													
Productive Days	31	31	31	31	30	30	31	31	30	30	153	153	0
Total Visits	480	516	452	460	466	473	467	493	410	502	2275	2,444	(169)
Visits/Day	15.5	16.6	14.6	14.8	15.5	15.8	15.1	15.9	13.7	16.7	14.9	16.0	(1.1)
Operating Expenses													
Purchased Services	182,497	150,000	183,005	150,000	197,977	150,000	195,899	150,000	188,065	150,000	947,443	750,000	197,443
Other Expenses	0	0	4,427	0	4,836	0	6,145	0	4,363	0	19,771	0	19,771
Total Operating Expenses	182,497	150,000	187,432	150,000	202,814	150,000	202,044	150,000	192,428	150,000	967,215	750,000	217,215





Bandon Health

A New Direction Forward in 2024

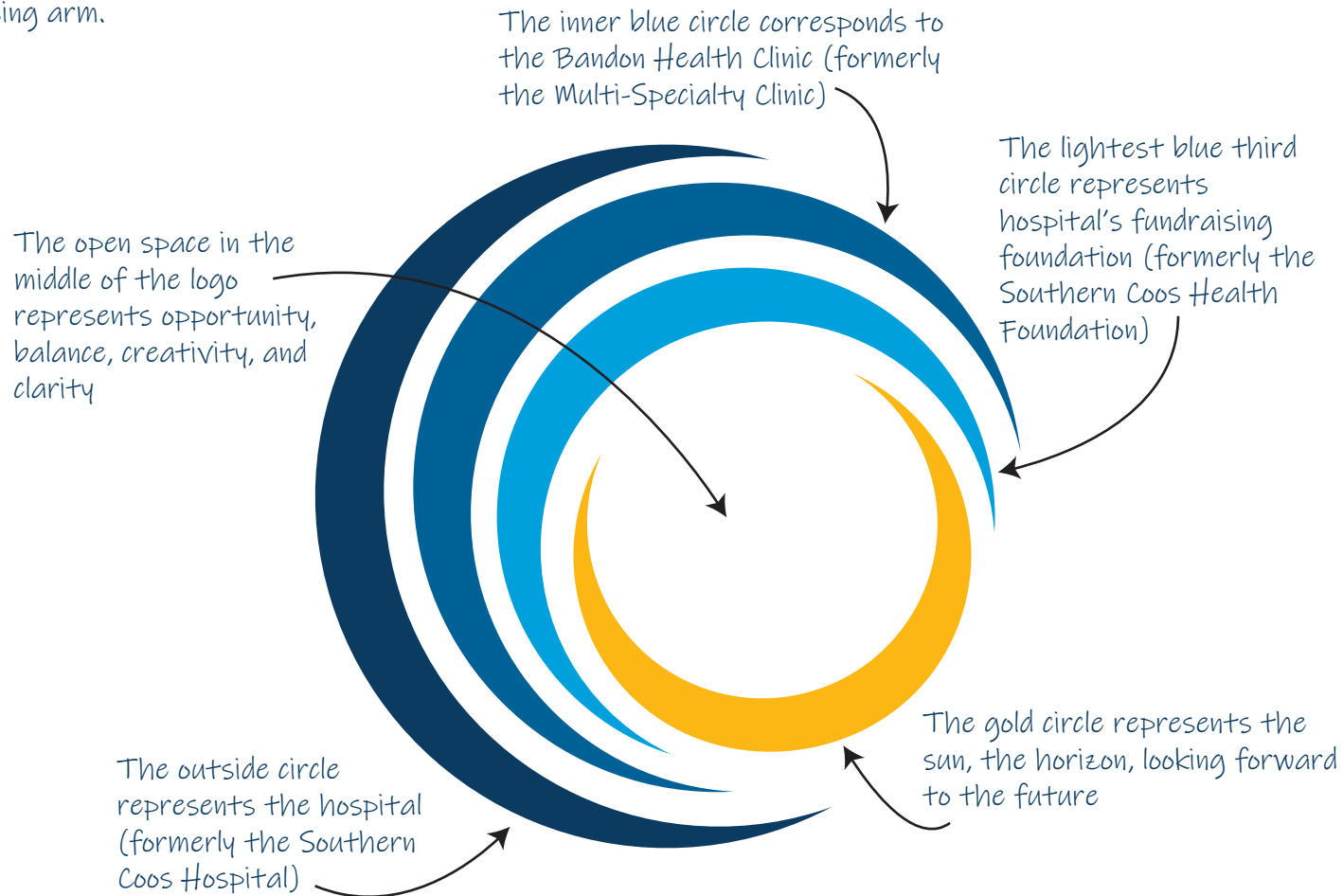
Proposal to Southern Coos Health District Board of Directors

December 28, 2023

Bandon Health's New Logo:

Representing a full continuum of care, opportunity for growth, and a forward-looking culture

Our new logo represents the **continuum of healthcare** at Southern Coos Health District: hospital-based acute care, clinic-based primary care, and the district's fundraising arm.



Bandon Health Collateral Visuals



Bandon Health

Rebrand Budget & Breakeven Analysis

Rebrand Budget

Expense Area	Cost Estimate	Amount Budgeted	Non-Budgeted Amount
Advertising	\$ 10,975.00	\$ 10,975.00	\$ -
Business Updates	\$ 90.00	\$ 40.00	\$ 50.00
Digital	\$ 36.00	\$ -	\$ 36.00
EHR/Clinical Workflow Updates	\$ -	\$ -	\$ -
External Signage	\$ 26,050.00	\$ 25,850.00	\$ 200.00
Interior Signage	\$ 7,050.00	\$ 2,500.00	\$ 4,550.00
Marketing Materials	\$ 4,202.00	\$ 4,037.00	\$ 165.00
Patient Communication	\$ -	\$ -	\$ -
Print	\$ 2,175.00	\$ 2,100.00	\$ 75.00
Social Media	\$ -	\$ -	\$ -
Staff Communication	\$ -	\$ -	\$ -
Consulting	\$ 50,000.00	\$ 50,000.00	\$ -
Total:	\$ 100,578.00	\$ 95,502.00	\$ 5,076.00

As of December 20, 2023, we have spent \$41,054.60 on our consultant and \$36 for securing the bandonhealth.org/com/net internet domains.

Breakeven Analysis

Breakeven Calculations	Notes
Rebranding Costs	100,578.00
Cost Based Reimbursement	53%
Unreimbursed Cost	47,271.66
Contribution Margin	30% CLA Benchmarking for Critical Access Hospitals
Breakeven Calculation	157,572.20 Non-Medicare Revenue Required for Breakeven
Annual Net Patient Revenue Required	31,514.44 Covers a 5-year period

Bandon Health

Key Performance Indicators (KPIs)

Changing the brand will hopefully lead to increased awareness of our medical services, which in turn leads to a change in behavior. We are attempting to increase awareness of our hospital AND clinic to our community.

Here are the KPIs that we will track:

Awareness

- Awareness/Recognition: When presented with a logo, tagline, from the Bandon Health Brand, how easily can people identify your health system?
- Top of mind awareness: If they hear Bandon Health Hospital, Bandon Health Clinic, how many people think of your organization first?
- Advertising Recall: do they remember any recent ads or posts from your hospital? How accurately do they describe what they saw or heard?

Experience

- Patient Satisfaction Scores through NRC
- Employee Engagement Scores, collected through surveys
- Sentiment: prevailing attitudes on social media, e.g. google, review sites, etc.
- Net promoter score: from NRC

Service Utilization

- Growth in market share and market preference
- Leakage/outmigration from identified service lines to a competitor
- Change in elective surgery volume
- Distribution of payor mix (government-funded vs. private insurance)



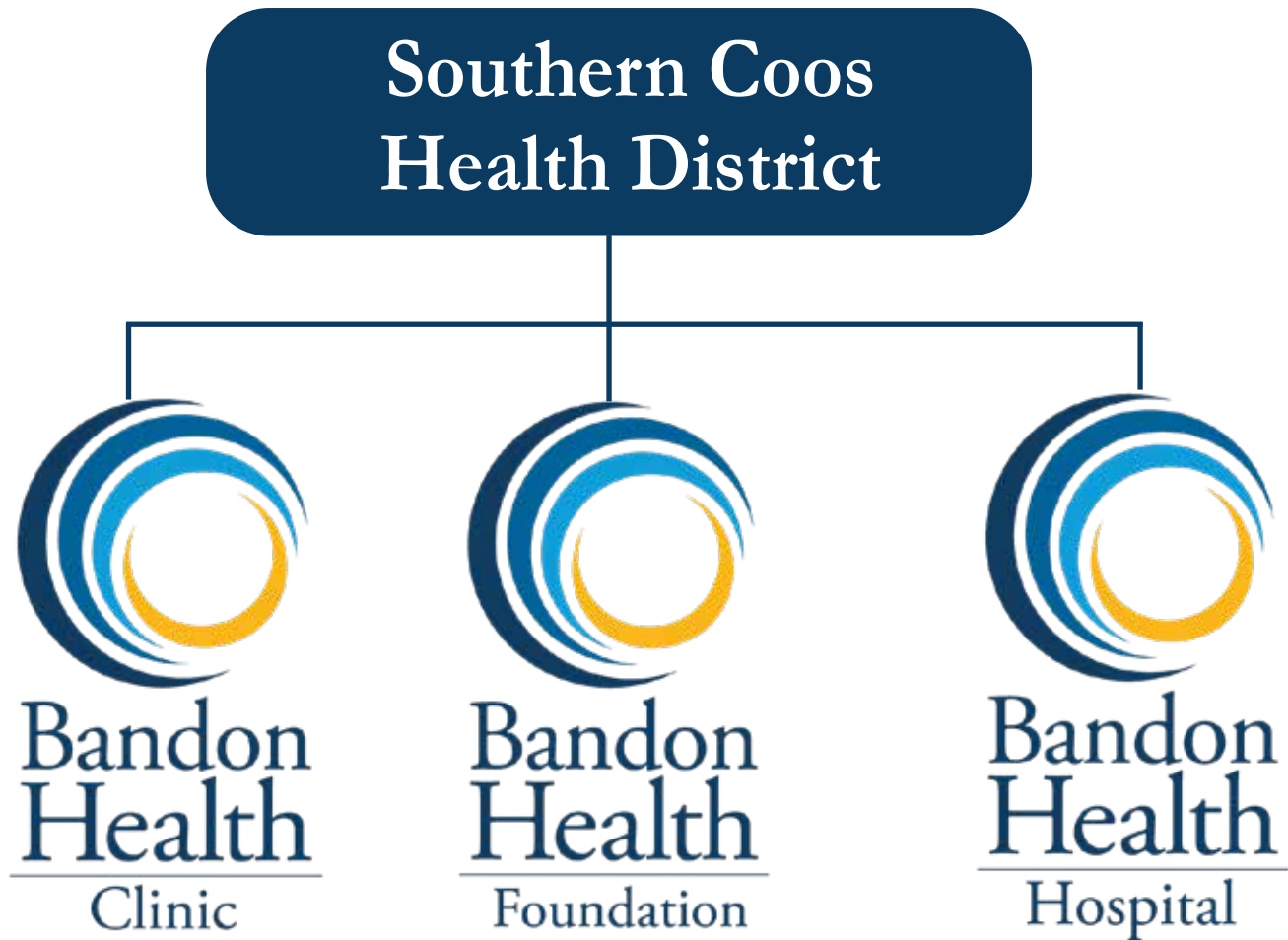
Bandon Health

Proposed Communication Plan

- SCHD Board votes on Bandon Health Rebrand: December 28, 2023
- Raymond Hino, CEO, announces rebrand internally via CEO Weekly Video: January 2, 2024
- Scott McEachern, CIO, and Amy Moss Strong, Marketing Coordinator, visit each department with rebrand packet and timeline
- Public Press Release Teasing Rebrand: Friday, January 12, 2024
- Changeover Billboard to new brand + Drs. Ivanitsky and Monsivais: January 15, 2024
- Public Press Release Announcing Rebrand: Friday, January 26, 2024
- Special Bandon Health Wave e-newsletter: Friday, January 26, 2024
Video of Ray announcing the rebrand; promoting the reception.
- Internal Launch: Thursday, January 25, 2024
Care packages for everyone: Business Cards, Badge, Presentation folder, Swag
- Public Launch: Friday, January 26, 2024
Switch over website/email addresses to new domain bandonhealth.org
Staff to begin using new email signature
Brochures distributed; old brochures removed from use
- Reception: Tentatively first week of February
Hold a ribbon-cutting for the public to announce the rebrand
Invite



Bandon Health Organizational Diagram



TriState Health: A Case Study

We had a chance to speak to the Director of Marketing at TriState Health, located in Clarkston, Washington, about their recent rebrand.



TriState Health has a very similar history to ours. They were founded in 1955 as Tri-State Memorial Hospital. It is a critical access hospital with several clinics in the Lewis-Clark Valley.



Over the years, as the facility grew and expanded, the name changed several times. In order to capture the facility's breadth of service offerings and to ensure that the names of their clinics and hospital were aligned, they began a rebranding process in 2019. After a two-year delay due to COVID, TriState Health resuscitated the project in June 2022 and held a ribbon-cutting in May 2023, to align with the national Hospital Week.



The ribbon-cutting announced the rebrand to the public, not the end. The rebrand conversion is continuing and includes all department managers, executives, and board members.

Highlights of the TriState Health Rebranding Project

- Why TriState Health rebranded:
 - To develop consistent naming conventions for all of their facilities and services
 - To better represent the role of the organization in the community's health
 - To simplify and focus the TriState brand
- They didn't budget any additional funds for producing the collateral for the rebrand; included all production expenses in the normal marketing operations budget
- The total budget for consultants was about \$140K, which included travel & materials
- The ribbon-cutting in May 2023 served as the announcement of the rebrand; TriState is phasing in the conversion over one year
- TriState continues working through the conversion of the signage, forms, and EHR documentation
- As part of the rebrand, TriState decided not to use stock imagery any longer