

Board of Directors Regular Meeting
May 23, 2024 5:30 p.m.
AGENDA

- I. Executive Session Call to Order 5:30 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 decision will be made in Executive Session.
1. Review of Executive Session Minutes-4-25-24
 Approval to be in Open Session
 2. Agenda Additions or Corrections & Motion to Approve
 3. Monthly Reports
 - a. Quality & Patient Safety
 - b. Risk & Compliance
 - c. Medical Staff Report
- II. Open Session Call to Order 6:00 p.m.**
- III. Consent Agenda**
1. Meeting Minutes
 - a. Regular Meeting-04/25/24 1
 - b. Executive Session-04/25/24 (*provided in Executive Session*)
 - c. Special Meeting – 05/07/24 6
 2. Monthly Counsel Invoice – Robert S. Miller III Attorney - #1509
 3. Motion to Approve Consent Agenda.....(action)
- IV. Board Education**
1. Overview & Attachments..... 8
 2. GovernWell Presentation - Todd Linden, MA, FACHE, GovernWell Member of the Board
- V. New Business**
1. Consideration of Transfer from Donor Restricted Funds to General Fund.....(action)12
 2. Consideration to Increase Board Designated Investments up to \$2,500,000.....(action)13
- VI. Old Business**
1. Board Position #5 Review of Candidates & Decision
 2. Strategic Planning Session on June 13, 2024
- VII. Staff Reports**
1. CEO Report..... 14
 2. Multi-Specialty Clinic Report 14 a-b
 3. CNO Report 16
 4. CFO Report 19
 5. CIO Report 22
 6. SCHD Foundation Report 24
 7. Strategic Plan Report (*under separate cover-insert*)

VIII.	Monthly EHR/ERP Implementation Dashboard	25
IX.	Monthly Financial Statements: Review	
	1. Month End Summary	30
	2. Month End Statements for Period Ending April 30, 2024	32
X.	Open Discussion & Adjournment	

**Southern Coos Health District
Board of Directors Meeting
Open Session Minutes
April 25, 2024**

- I. **Executive Session Call to Order 6:00 p.m.** 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 were made in Executive Session.

II. **Open Session Call to Order 6:42 p.m.**

1. **Roll Call – Quorum established;** Mary Schamehorn, Secretary/Acting Chairperson; Tom Bedell, Treasurer; Pam Hansen and Norbert Johnson Directors. **Administration:** Raymond Hino, CEO; Antone Eek, CFO; Scott McEachern, CIO; Cori Valet, CNO; Philip Keizer, MD, Chief of Staff. Via Remote Link: Carmen Rodriguez, MD, Interim Quality, Risk & Compliance Manager. **Others present:** Kim Russell, Executive Assistant. **Press:** None.
2. **Agenda Additions or Corrections & Report Approvals from Executive Session**
 - a. **Quality & Patient Safety Report.** Presented in Executive Session by Sharon Bischoff, Quality RN
 - b. **Risk & Compliance Report** – Carmen Rodriguez, Interim Quality & Risk Manager
 - c. **Medical Staff Report & Physician Credentialing & Privileging** – Philip J. Keizer, MD, Chief of Staff

2-Year Privileges – New

Daniel Horrell, DO - Provisional - Emergency Medicine

2-Year Privileges – Reappointments

Adam Mankowski, MD – Active – Emergency Medicine

Direct Radiology Appointments & Reappointments – After Hours

Reading Radiology

Alexander Vogel, MD - Courtesy – Radiology

Medical Staff Status Change

None.

Norbert Johnson **moved** to approve the agenda accept the reports as presented from Executive Session. Tom Bedell **seconded** the motion. **All in favor. Motion passed.**

3. Public Input

None.

III. Consent Agenda

1. Meeting Minutes

a. Regular Meeting–03/28/24

b. Executive Session–03/28/24 (provided in Executive Session)

2. Monthly Counsel Invoice – None.

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

IV. New Business

1. Strategic Planning Retreat-June 2024

Mr. Hino reviewed options for scheduling the next strategic planning session with the facilitator David Sandberg, Cycle of Business. Mr. Sandberg led the previous strategic planning session and provides the software ActionStrategy and support. Discussion: Suggestion to delay until after an appointee is designated for the current vacant position #5. Mr. Sandberg has offered the same discounted rate of \$7,500. June 13, 2024 was selected for the strategic planning workshop and public meeting to be approximately 4 hours.

2. Board Position #5 Vacancy

Southern Coos Hospital staff will place local ads to solicit letters of interest and resumes from interested parties who must reside within the Health District boundaries and may not be employees of the District. A set of interview questions that were used for the previous board interviews will be provided in advance to candidates for in person interviews to be conducted on at a Special Meeting on May 7, 2024 at 4:00 p.m.

V. Old Business

1. Board Education Program Review

Raymond Hino, CEO, shared that program demonstration is available from Veralon, online. At this time, Mr. Hino had not received a response from GovernWell. As soon as received arrangements for demonstration will be shared with Board members.

VI. Staff Reports

1. CEO Report

Raymond Hino, CEO, provided highlights from his report on operations from prior month. **Management Vacancy Update:** Interviews are scheduled with two qualified candidates for the Quality, Risk and Compliance Manager position, a 3rd has rescinded their application. The new Surgical Services Manager joined our staff this week, and interviews are scheduled with three qualified Human Resource Director candidates. **Sterile Processing Project Update:** Weekly project planning meetings are in place with construction to begin in July. **Coast Community Health Center Update:** Southern Coos Hospital & Health Center, Coast Community Health Center and The Coker Group had a productive meeting and have entered into a non-compete agreement for the purpose of identifying shared services opportunities. Mr. Hino's printed report also included an update regarding the Emergency Room Services review and consultation made possible by a grant from the Oregon Office of Rural Health, National Doctor's Day celebrated on March 30, and a summary of his attendance and engagement as a guest panelist on the topic of "Rural Hospital CEOs Overcoming Obstacles to Thrive" at the Becker's Annual Meeting in Chicago.

2. Clinic Report

Mr. Hino provided a review of the monthly Multi-Specialty Clinic operations report for the month of March as Carrie Okey, Acting Clinic Manager, is out on vacation. The month of March included notable contributions from Dr. Sharon Monsivias and the Care Coordination Contract service is ramping up quickly. The next billboard update will feature Medicare Wellness visits. Visiting provider Dr. Qadir will discontinue seeing patients at our facility, while Dr. Webster is interested in further negotiations. Clinic Manager Dawn Gray is scheduled to return in May.

3. CNO Report

Cori Valet, CNO, provided a staffing vacancy summary, noting that as of April, Med Surg is fully staffed with CNAs, but 3 full time RN positions remain open, filled with contract RNs. In the ER, two contract RNs are utilized to cover 1 position vacancy and 1 maternity leave. The new Surgical Services Nurse Manager started this week. Two contract Radiology Technicians are currently utilized. Two contract Medical Lab Technologists are currently utilized. Pharmacy and Respiratory Therapy are fully staffed. Ms. Valet offered special thanks to the Southern Coos Health Foundation for the new training manikin to be used for clinical education, beginning with two nursing skills day events scheduled in May.

4. CFO Report

Antone Eek, CFO provided Accounting and Finance operations highlights for the month of March. The Enterprise Resource Planning platform transition work has begun with a streamlining of the General Ledger from over 6000 line items, down to

400. The Cost Report looks good and fiscal year-end budget is on schedule. Progress continues with the DNV required process improvement in Engineering and Infection Control. The year-end Materials Management virtual and physical inventory has begun and is in process. Revenue Cycle is addressing unbilled claims of \$900,000, identifying a process breakdown, and \$2.3M in secondary claims under investigation. Mr. Hino added special kudos to Mr. Eek for his Revenue Cycle experience and to Cathy Mann, Revenue Cycle Manager for their focus in this area. Results are expected to be available next month from a coding audit of 600 records. These findings will lead to continued education for coders and a new format for Leadership Revenue Cycle meetings. A Surgical Services workflow process was defined for Dr. Monsivias. Accounts Receivable is down to 47.9 days. Pharmacy Services is adding more internal controls and 340B opportunities with \$80K to \$250K in potential savings. Mr. Eek gave special thanks to the Accounting and Finance team for their work.

5. CIO Report

Scott McEachern, CIO, provided a summary of his report for the month of March with ongoing diligence in the area of healthcare. Special thanks to Shawn March and Anna Peters in Clinical Informatics for their work several major projects detailed in the written report.

6. SCHD Foundation Report

Mr. McEachern, CIO and SCH Foundation Executive Director, reported on special earnings. Women's Health Day, held on Feb. 24, 2024, earned \$3,000 from sponsors and the raffle. Thank you to all sponsors, donors, speakers, and attendees. Living and Aging Well in Bandon is scheduled to be held on May 4, with special thanks to 100 Strong of Bandon for their support and coordination of a matching donation. In conjunction with Earth Day on April 22, Bottle Drop of Oregon Earth Day campaign offers a 20% match to our hospital employee donated amount of \$1,240. 2nd Annual Ocean Crest Health Fair was held on April 17 coordinated by the Health Foundation sponsored School Nurse, Elizabeth Deters. The previous quarterly art show, "Stormy Weather," resulted in sale of 34 paintings, with \$425 in proceeds to the Foundation. The Southern Coos Health Foundation was pleased to provide the training manikin for Southern Coos Hospital and Health Center staff education and training opportunities.

7. Strategic Plan

Mr. Hino provided a summary review of the nearly 100% complete current strategic plan initiated in 2022. The new EMR project is to be added or will have its own new dashboard or project management tool to be shared with the Board. A location will be confirmed for an offsite Special Meeting/Strategic Planning Session to be held on June 13, 2024, to be approximately 4 hours and open to the public.

VII. Monthly EHR/ERP Implementation Dashboard

Scott McEachern, CIO, expanded on information regarding the Experis third-party project consultant tool for the Board of Directors and staff to be used for project tracking and risk analysis not available in the current strategic planning program in use, to provide project tracking, accountability, work streams and will build out as the project progresses. Legal counsel review added time to the contract process of 2-3 weeks, reaching the best deal and protections, while still preserving Go Live dates. The current risk chart cites 2 concerns: data extraction and archiving; resulting in Medical Imaging focus for specific needs from previous archiving issue in 2019. Incurred costs are low and this time. Future reporting will provide a clear picture of budget vs. actual.

VIII. Monthly Financial Narrative & Review of Statements

Antone Eek, CFO, provided a summary of the financial statements for the month of March. Gross revenues were above budget, with Outpatient Revenue above budget and Inpatient and Swingbed revenue slightly below budget. Patient volumes were reviewed. Revenue Deductions, Operating Revenues, Operating Expenses were reviewed. Net change in position reported decrease in Net Position of \$169,000, compared to the budgeted decrease of \$84,000, and a YTD positive growth of \$394,000. Financial Health Indicators include Days Cash on Hand at 137.0 and Days in Accounts Receivable at 47.9 days, down from 50.1 days in the prior month. Board members asked additional questions regarding specific items in Emergency Department, the budget process and positive impact of Dr. Monsivias in both the clinic and surgery.

IX. Open Discussion and Adjournment

Norbert Johnson, Quality and Patient Safety Liaison, expressed special thanks to Sharon Bischoff, Quality RN, for her work and contributions to the Quality Department during her time there and wishing her well in her new endeavors.

The meeting was adjourned at 7:44 p.m.

Mary Schamehorn 05-23-2024
Secretary/Acting Chairperson

Tom Bedell, Treasurer 05-23-2024

**Southern Coos Health District
Board of Directors
Special Meeting
May 7, 2024**

I. Call to Order 4:00 p.m.

1. **Roll Call** – Mary Schamehorn, Secretary/Acting Chairperson; Tom Bedell, Treasurer; Norbert Johnson and Pam Hansen, Directors. **Administration:** Raymond Hino, CEO. **Others present:** Kim Russell, Executive Assistant. **Press:** None.

The position was advertised with interested parties to submit a letter of interest and resume by 5:00 p.m. on May 3, 2024. A short interview questionnaire was provided in advance to each candidate. Seven inquiries were made with five candidates expressing interest and scheduled as follows.

No other business was scheduled. The public meeting was streamed on the Southern Coos Hospital & Health Center YouTube channel. No member so the public attended in person.

II. Agenda - Interview Schedule

4:00 Harv Schubothe
4:30 (4:29) Royce Brownfield
5:00 (4:52) Paul Michaels, MD
5:30 (5:23) Robert Pickel, Jr. – via Teams link
6:00 (5:46) Jack Sahl

Candidates were interviewed individually, each responding to the list of questions that were provided in advance, and each also had the opportunity to ask questions of the Board.

III. Open Discussion and Adjournment

Administration will provide a scoring sheet for the Board members to complete from their notes taken during the interviews to aid in the final review. A decision will be made at the May regular meeting. Also at the regular meeting in May, Board education demonstrations may be scheduled. Mary Schamehorn shared that she received positive feedback regarding Dr. Ivanitsky from a constituent and her sister was very happy with care received recently at Southern Coos, complimenting physicians and staff in the Emergency Department.

At 6:27 p.m. the meeting adjourned.

Mary Schamehorn, Acting Chair 05-23-2024

Thomas Bedell, Treasurer 05-23-24

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.: 1509
Terms: Net 60
Invoice date: 05/01/2024
Due date: 06/30/2024

#	Date	Product or service	Description	Qty	Rate	Amount
1.	04/25/2024	Attorney (CY2024+)	Board Executive Session & General Public Meeting.	2.5	\$275.00	\$687.50

Total **\$687.50**

Ways to pay



Pay invoice

DATE: May 13, 2024

TO: Board of Directors

FROM: Raymond T. Hino, CEO



SUBJECT: Board Education Program

Recommended Action

Management is recommending that each Board member take time to sample the video library for both Board Education vendors and come to the May Board meeting prepared to discuss the positives and negatives of contracting with either GovernWell or Veralon. Additionally, Todd Linden of GovernWell will be presenting a short Board Education program at our May Board meeting to provide the Board with an example of the quality of programs provided.

Background

At the March 28, 2024, SCHHC Board of Directors meeting, the SCHHC CEO proposed that the Board of Directors request a demonstration of Board Education materials (video education modules) from Veralon, prior to deciding on a Board Education partner at our April Board meeting. The following month (April), it was requested that we secure a demonstration of Board Education materials (video education modules, etc.) from the second vendor, GovernWell.

GovernWell Demonstration

From GovernWell President, Barbara Lorschach, LFACHE

We are pleased to provide access to the governWell portal. The Essentials for Governance Excellence program provides over 125 governance knowledge-building educational programs and courses including board education videos, on-demand webinars and written BoardBRIEFs. Topics range from basic governance responsibilities to the most current issues facing hospital boards. Educational videos are available under the Trustee Education/LearnWell buttons and throughout the website by topic. GovernWell curates education videos and webinars through partnerships with leading organizations which allows access to the best in class board educational programming available nationally.

In addition to board education, the Southern Coos Hospital and Health Center board and senior leadership would have access to leading governance practices, customizable resources, and expert-assisted consultations. The portal also provides a model board orientation program as well as the nationally recognized health care terms and abbreviations resource, Speaking Health Care.

Below are login credentials:

URL: governwellhc.net

Username: explore

Password: governwell123

Additionally, GovernWell is prepared to provide a complimentary Board Education training during the evening of our regular May Board meeting on May 23. A 15-25 minute live education session will be presented by Todd Linden, beginning at 6:30 pm. Todd is a Nationally known speaker, retired Hospital CEO and someone that I have known and admired for approximately 15 years. He is an Associate of Barbara Lorschach and GovernWell. Todd's presentation on May 23 will be titled "The Board/ CEO relationship – It's a partnership."

For those who have not yet checked out the Veralon demonstration materials, here is the login information for Veralon's Board Education Library.

Veralon Demonstration

1. **Login Credentials**

- [Click here](#)
- If you are unable to click this link, please let me know and I will send you the link in an e-mail for easier electronic connectivity
- UN: southerncoos PW: password1

2. **Sample Courses**

- On the landing page you will see the large tile titled '**Calendar**'
- Click on '**Calendar**' and you will see several sample courses scheduled for you each April and in May - click to launch each course
- In addition to accessing sample courses in the '**Calendar**' board members can access our complete master library in '**My Courses**'. Lastly, by typing any keyword of their choice into search field (upper right)

3. **Questions & Next Steps**

- If board members have any questions at all, they can contact Jeffery Adler directly anytime at all on his mobile (619) 987-5400; or by email at jadler@veralon.com

Summary

I am also providing a 1-page summary of both the GovernWell Board Education Program, as well as the Veralon Board Education program.

Veralon Pricing

As a reminder from last month, the price of the Veralon proposal is as follows:

- The first-year cost of contracting with Veralon is \$29,500.

GovernWell Pricing

Here are the refreshed price quotes from GovernWell:

- Half-day onsite retreat - Todd Linden, facilitator/presenter - \$5,000
- Board self-assessment, including access for all board members and senior management to the governWell educational portal (e.g., library of videos, written board briefings and governance practices resources) - \$6,950
- Four virtual in-boardroom education sessions presented by governance experts - \$3,000

governWell™ Overview

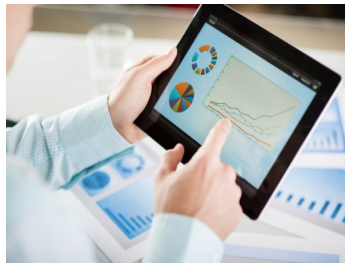
governWell™ is a unique set of governance resources and services to assist hospital and health system leaders as they develop and rapidly implement high-quality board education and leading governance practices. governWell™ enables your board to advance its knowledge, structure and capacity for success by providing valuable educational programs, customizable resources, and expert-assisted consultations.

Knowledge Resources for Governing Effectiveness

governWell™ includes: 18 essential topic areas for board members, 11 governance practices modules, consults with governance experts and virtual in-boardroom education sessions.

learnWell—Provides over 125 governance knowledge-building educational programs and courses including board education videos, on-demand webinars, written BoardBRIEFs and in-boardroom virtual sessions. Topics range from basic governance responsibilities to current issues facing hospital boards.

orientWell—Includes customizable briefings and templates on board member roles and responsibilities. A model governance manual is included and with placeholders for the inclusion of unique information about your hospital and community.



Resources also include *Speaking Health Care*, a compendium of health care terms and abbreviations designed for hospitals and their board members.

taskWell—Includes sample committee charters that can be custom-tailored for board committees.

guideWell—Includes customizable sample policies and procedures, including IRS Form 990-related policies, board education, board meeting conduct, and more.

recruitWell—Includes customizable materials that help boards assess the skills, knowledge and expertise required of new board members.

leadWell—Includes customizable resources for hospital and health system boards to develop a well-thought-out CEO succession plan.

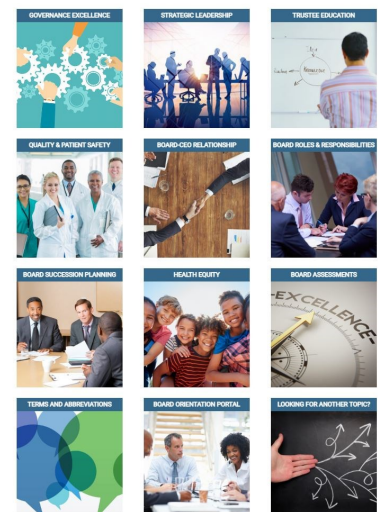
measureWell—Includes a customizable scorecard with a broad range of indicators, including quality and patient safety, financial indicators, and community health.

compareWell—Includes a comprehensive checklist of governance best practices and resources to assist in developing a high-performing board.

retreatWell—Includes sample retreat materials and resources to help your board and leadership team prepare for and ensure a successful board retreat.

affiliateWell—Includes sample materials to assist hospitals in exploring opportunities for affiliation, with a sample work plan, employee and community surveys, a sample request for proposal, and more.

assessWell—Includes everything your hospital board needs to custom-tailor and self-administer a governance self-assessment that result in governance-building initiatives and action plans for building “governance gain.” governWell™ also designs and conducts governance practices and performance self-assessments.





VERALON[®]

TRANSFORMATIVE HEALTHCARE CONSULTING

Virtual Board Education

Empowering hospital trustees to elevate their board.

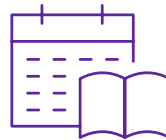
Veralon provides a virtual board education solution that empowers trustees with governance knowledge. We believe better boards make better decisions which lead to better care.

SUBSCRIPTIONS INCLUDE:



Video Library

The largest library of video courses specifically designed for hospital and health system boards featuring top industry experts.



Learning Modules/Calendar

Options for individual and group learning, and the ability to identify and schedule the most suitable courses depending on your goals and objectives.



Virtual Expert

Virtual participation by subject matter experts for your board meetings, including board retreats.



Virtual Huddles

Access to invitation-only small virtual roundtables covering a variety of hot topic issues, facilitated by a subject matter expert.



Branded Dashboard

Includes hospital logo and digital marketing billboard featuring custom content for your organization.



Virtual Coaching

A customized video coaching experience with leading subject matter experts offering insights and solutions for your board.



Board Assessments

Veralon's assessment resources will enable you to compare your board against best practices, highlight strengths, and identify opportunities for development.



Board Retreats

Facilitated discussion to explore emerging issues, review and clarify roles and responsibilities of the board, and set goals and priorities for your organization.



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DATE: May 23, 2024
TO: Board of Directors
FROM: Antone J. Eek, CFO
SUBJECT: Donor Reserved/Restricted Funds



Recommended Action

Management recommends that the Board of Directors approve the transfer of \$9,488 from Board Restricted Funds (originally donated by Ms. Jeanne Bettencourt Scott) on the Balance Sheet (“Investments – Restricted”) into the Hospital’s General Fund, as unrestricted funds, thereby releasing the restriction on these funds. The \$9,488 of unrestricted funds will continue to reside in the Oregon Local Government Investment Pool.

Background

On October 1, 2007, Jeanne Bettencourt Scott made a generous donation to Southern Coos Hospital in the amount of \$10,000. The terms of the donation were that SCHHC would invest the entire \$10,000 amount and an annuity would be established which would make 2 equal installment disbursements per year back to Ms. Scott for the remainder of her life. The funds were acknowledged, reserved, and invested by the hospital in 2007.

It is important to note that the Foundation for Southern Coos Hospital did not achieve 501c3 status until after December 2007, when the board initiated the process for obtaining such status. Although a Foundation Gift Acceptance Policy was referenced in October 2007, the actual policy document is not available in our records.

Tragically, Jeanne Bettencourt Scott passed away on October 19, 2008, shortly after making the donation. Records indicate a \$460 disbursement was made to Ms. Scott in December 2007 from the \$10,000 investment. It is presumed that a subsequent distribution was made for \$460 in 2008 as the terms of the annuity were two equal payments for a total of \$920 annually. These payments (plus interest accruing on the donated amount) make up the remaining \$9,488 residing on the balance sheet (under “Investments – Restricted”). Regrettably, the management of this annuity was not optimal during this period.

Terms of the Annuity


According to the terms of the annuity,

- The Health District’s obligation to make annuity payments shall terminate with the payment preceding the death of Annuitant Jeanne B. Scott.
- This annuity is not assignable except to the Health District

Summary

Considering the timeline of the donation, the terms of the annuity, and the absence of any relevant statute of limitations concerns for the funds, coupled with the fact that the amount falls below the threshold of concern for our auditors, we assess minimal to no risk in transitioning the funds from restricted to unrestricted and into the general fund.

The Finance Department of SCHHC will maintain comprehensive documentation of the utilization and transfer of these funds for auditing purposes.

DATE: May 23, 2024
TO: Board of Directors
FROM: Antone J. Eek, CFO 
SUBJECT: Increase in Board Designated Funds

Recommended Action

Management recommends that the Board of Directors approve an increase on the Balance Sheet in the Investment – Board Designated Reserve Funds, from the current amount of \$1,972,783 up to the new amount of \$2,500,000. This will be accomplished by transferring funds from the hospital's Unrestricted Investment line item into the Investment – Board Designated line item.

The amount of \$2,500,000 is recommended because it is the current equivalent of thirty (30) days of expense for Southern Coos Hospital & Health Center.

Background

A review has been conducted of previous board resolutions or policies regarding the "Board Designated Funds," but unfortunately, they could not be located. Without institutional memory of why the current amount of \$1,972,783 is restricted, it is the recommendation of this management team that the Board designate an amount equal to thirty (30) days of expenses in order to establish a reserve fund of enough cash to cover 30 days of expenses in the event of a shortfall, thereby stabilizing Southern Coos Hospital's financial position.

Proposal

The management team proposes increasing the Investment - Board Designated Reserved Funds and formally designating them as a reserve to cover thirty (30) days of expenses. This proposal reflects our commitment to maintaining an appropriate cash reserve to sustain operations during periods of financial strain. By ensuring access to these reserved (restricted) funds in the event of a cash shortfall and unrestricted cash on hand approaches forty (40) days, the Board can authorize their use to stabilize operational expenses. This proactive approach to financial management underscores our dedication to prudent fiscal stewardship and long-term sustainability. Given the variability of expenses from year to year, this reserve should be reviewed annually by the Finance Committee before budget approval for any necessary adjustments to the next fiscal year's cash reserve.

Summary

In summary, approving the increase of Investment - Board Designated Reserved Funds will fortify our financial stability and enhance our ability to navigate unforeseen challenges. It is a strategic decision that aligns with our organizational objectives and reinforces our resilience in the dynamic healthcare landscape.

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, May 2024

Management Vacancies:

- Quality, Risk & Compliance Director – We have hired a new full time employee Director of Quality, Risk & Compliance. Her name is Amanda Bemetz, MSN, RN. Amanda previously worked at both Coquille Valley Hospital and Bay Area Hospital. While working at those 2 hospitals, she had responsibility for Compliance, Accreditation Preparedness and Regulatory Compliance. She lives locally in Powers, OR. I have gotten a lot of excellent feedback from our staff that have worked with her before. In talking to her, she is excited about joining the team at Southern Coos Hospital, as well. Amanda starts her new job on May 22. Carmen Rodriguez, MD, our Interim Director of Quality, Risk & Compliance is going to stay on for the first month for a smooth transition.
- Quality Registered Nurse – Also in Quality. Rachel Maddox, RN, a current full time Medical-Surgical RN at SCHHC and formerly the RN Trauma Coordinator at Bay Area Hospital, has accepted the full time position vacated by Sharon Bischoff. We greatly appreciate all of the fabulous work performed by Sharon Bischoff. We are also very excited to have Rachel transition into this position. I learned from Amanda Bemetz, that she and Rachel worked together at Bay Area Hospital, when Amanda was over Accreditation & Regulatory Compliance, and Rachel reported to her as RN Trauma Coordinator. They are looking forward to working together again.
- Clinic Manager – As reported last month, Dawn Gray returned from her extended medical leave on May 6 and resumed her position as Clinic Manager. Carrie Okey did a great job as Interim Clinic Manager during Dawn's absence, but we are very happy to have Dawn back.
- Human Resources Director – Last month I reported on the first round of on-site interviews for a replacement HR Director for Carrie Okey's position. On Monday, May 6 we made an offer to our top candidate and he accepted. Our new HR Director comes to us from California, where he has a total of 13 years experience as either HR Director, Regional HR Director, or Chief Human Resources Officer, including 6 years working in hospitals.

Surgery

- The current plan for the Sterile Processing Department (SPD) Remodel project is that SPD will be down for 3-4 weeks from August 19 to September 9, or September 16. These dates coincide with a planned vacation for Dr. Monsivais, who will be Out of Country at that time. This is the perfect situation for us, since surgery would likely be down during Dr. Monsivais vacation anyway. This is the perfect time to do the construction project.

Emergency Department

- Last month I reported on the April 10 consultation visit from Jonathan Pantenburg, a Principal with Wintergreen Consulting, on an Emergency Department Assessment Operations and Financial Improvements Engagement. We have now received the report and it provides a wealth of actionable recommendations for emergency department improvements. We have a formal presentation of Mr. Pantenburg's findings and recommendations on May 30.

Strategic Planning Retreat – June 13

- I have been working with David Sandberg to plan and organize our 2024 Strategic Planning Retreat, scheduled for June 13, 2024. This year the Bandon Public Library is not available, so we have scheduled the Bandon Community Center, Room 3 (Mural Room) instead. Our plans are to have an afternoon session of approximately 4 hours. Once again, the format will be to gather major goals and objectives for the new plan on Thursday, June 13. On Friday, June 14, David Sandberg will be here for day 2, to work with our Executive Team to put action items in and accountabilities for each of the agreed upon goals. Our plan will be to have a final plan ready for approval by the Board in July.

Coast Community Health Center

- We are continuing to have meetings and follow up discussions with Kendra Newbold, Interim CEO for Coast Community Health Center. We have brought in a National Consulting firm to assist with the assessment of opportunities to work together. We are anticipating that within the next 30 days that we will be prepared to make a presentation to both Boards of Directors with a menu of opportunities for the 2 organizations to work together.

National Hospital Week

- National Hospital Week is May 13 to May 17. We have a full week of activities planned for this week, including:
 - Monday, May 13 – Ice Cream Day – Ice Cream sandwiches delivered to staff in their departments
 - Tuesday, May 14 – Wellness Day – 4” potted plants provided to each employee, and wellness stations set up outside for wellness breaks
 - Wednesday, May 15 – BBQ Cookout Day – Ray Hino, Tom Bedell and Jason Cook to BBQ hamburgers and hotdogs for staff for both lunch and dinner meals. All Board members invited to attend and participate in BBQ luncheon.
 - Thursday, May 16 – Florence Nightengale's Birthday Celebration – Birthday cupcakes and video slide presentation in conference room on History of Southern Coos Hospital
 - Friday, May 17 – Employee Appreciation Day. Root beer floats and popcorn in the afternoon. Every employee receives 50 Awardco points to select a gift of their choice on the Awardco site.

Southern Coos Hospital & Health Center 25th Year Celebration

- The plaque on the front of our building says that Southern Coos Hospital & Health Center, in our current building, was dedicated on September 9, 1999 (9-9-99). We are planning a 25th anniversary celebration for September 9 and some community events. More information will be coming on this in the coming months.

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 – May 23, 2024

	Current Month								
	FTE			Contract			Total		
	Actual	Budget	Diff	Actual	Budget	Diff	Actual	Budget	Diff
Med Surg	28.81	25.77	3.04	2.47	1.87	0.60	31.28	27.64	3.64
Manager	1.00	1.01	-0.01	-	-	0.00	1.00	1.01	-0.01
CNA I	6.07	1.72	4.35	-	-	0.00	6.07	1.72	4.35
CNA II	3.34	3.77	-0.43	-	-	0.00	3.34	3.77	-0.43
Patient Activities Coordin	-	1.00	-1.00	-	-	0.00	-	1.00	-1.00
Charge Nurse	2.82	3.54	-0.72	-	-	0.00	2.82	3.54	-0.72
RN	11.88	10.99	0.89	2.47	1.87	0.60	14.35	12.86	1.50
LPN	1.87	2.56	-0.69	-	-	0.00	1.87	2.56	-0.69
Telemetry Tech	1.82	1.18	0.64	-	-	0.00	1.82	1.18	0.64
Swing Bed	0.96	1.01	-0.05	-	-	0.00	0.96	1.01	-0.05
Case Manager	0.96	1.00	-0.04	-	-	0.00	0.96	1.00	-0.04
LPN	-	0.01	-0.01	-	-	0.00	-	0.01	-0.01
Emergency Room	12.60	12.12	0.48	1.45	0.93	0.51	14.04	13.05	0.99
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
CNA II	1.05	2.49	-1.44	-	-	0.00	1.05	2.49	-1.44
LPN	3.07	2.39	0.68	-	-	0.00	3.07	2.39	0.68
RN	7.48	6.24	1.24	1.45	0.93	0.51	8.92	7.17	1.75
Surgical Services	1.93	5.60	-3.67	2.10	-	2.10	4.03	5.60	-1.57
Director	-	1.00	-1.00	-	-	0.00	-	1.00	-1.00
Manager	-	-	0.00	-	-	0.00	-	-	0.00
RN	-	-	0.00	-	-	0.00	-	-	0.00
Surgical Nurse	1.18	3.00	-1.82	2.10	-	2.10	3.28	3.00	0.28
Surgical Tech	0.75	1.60	-0.85	-	-	0.00	0.75	1.60	-0.85
Radiology	2.94	3.05	-0.11	2.09	1.87	0.23	5.03	4.92	0.12
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Coordinator	0.77	0.75	0.02	-	-	0.00	0.77	0.75	0.02
Medical Imaging Admin	0.97	1.00	-0.03	-	-	0.00	0.97	1.00	-0.03
Rad Tech IV	0.20	0.30	-0.10	2.09	1.87	0.23	2.30	2.17	0.13
Ultrasound	1.35	1.94	-0.59	-	-	0.00	1.35	1.94	-0.59
Ultrasound Tech II	1.15	1.64	-0.49	-	-	0.00	1.15	1.64	-0.49
Ultrasound Tech IV	0.20	0.30	-0.10	-	-	0.00	0.20	0.30	-0.10
Mammography	0.47	1.63	-1.16	-	-	0.00	0.47	1.63	-1.16
Mammo Tech	0.47	1.63	-1.16	-	-	0.00	0.47	1.63	-1.16
Cat Scan	1.91	0.06	1.85	-	-	0.00	1.91	0.06	1.85
Rad Tech II	1.91	-	1.91	-	-	0.00	1.91	-	1.91
Ct/Rad Tech Reg	-	0.06	-0.06	-	-	0.00	-	0.06	-0.06
MRI	0.97	0.99	-0.02	-	-	0.00	0.97	0.99	-0.02
Rad Tech IV	0.97	0.99	-0.02	-	-	0.00	0.97	0.99	-0.02
Lab	10.26	9.53	0.73	1.19	1.87	-0.68	11.45	11.40	0.05
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Assistant I	2.01	0.99	1.02	-	-	0.00	2.01	0.99	1.02
Assistant II	1.75	3.01	-1.26	-	-	0.00	1.75	3.01	-1.26
Assistant III	1.05	0.99	0.06	-	-	0.00	1.05	0.99	0.06
CNA II	-	-	0.00	-	-	0.00	-	-	0.00
Medical Lab Tech Lead	-	1.00	-1.00	-	-	0.00	-	1.00	-1.00
Medical Lab Scientist	1.37	0.55	0.82	-	-	0.00	1.37	0.55	0.82
Medical Lab Tech	3.08	1.99	1.09	1.19	1.87	-0.68	4.27	3.86	0.42
Pharmacy	1.23	1.90	-0.67	-	-	0.00	1.23	1.90	-0.67
Pharmacist	-	0.60	-0.60	-	-	0.00	-	0.60	-0.60
RN	1.23	1.30	-0.07	-	-	0.00	1.23	1.30	-0.07
Respiratory	6.42	6.00	0.42	-	0.93	-0.93	6.42	6.93	-0.52
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Respiratory Therapist	5.42	5.00	0.42	-	0.93	-0.93	5.42	5.93	-0.52
Total Difference	69.86	69.60	0.26	9.29	7.47	1.83	79.15	77.07	2.08

Clinical Department Staffing - April 2024

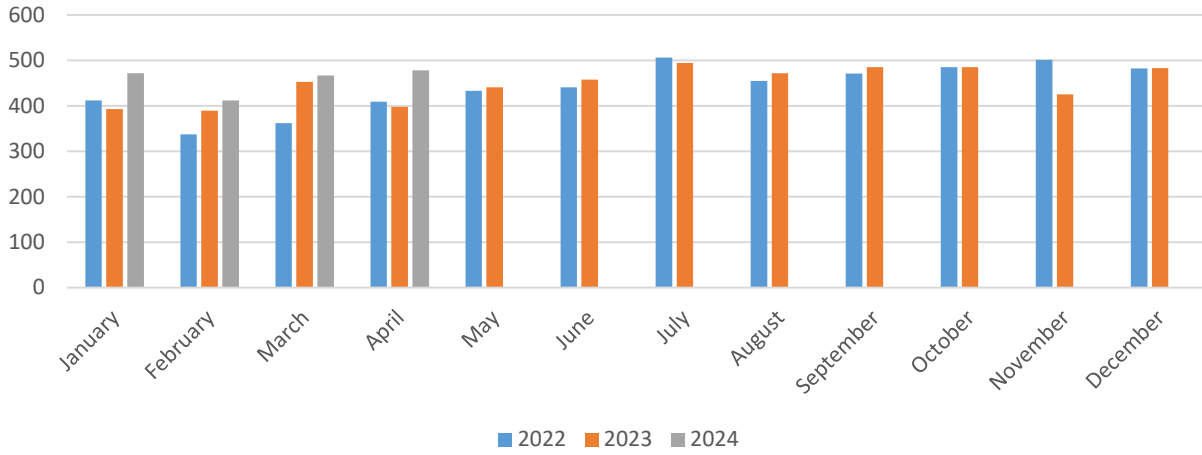
- **Medical-Surgical Department –**
 - One full-time CNA position filled
 - Three full-time nurse positions vacant.
 - Three contract RNs utilized (4 FTE shown on table due to additional shift coverage)
- **Emergency Department –**
 - One full-time RN vacancy
 - One full-time LPN float position vacant (float between MS and ED).
 - One full-time and one per diem contract RN utilized
- **Surgical Services –**
 - Two full-time RN positions vacant.
 - Two contract RNs utilized.
 - One sterile processing tech resigned, leaving one full-time vacancy
- **Medical Imaging –**
 - One full-time CT/XR Technologist vacancy.
 - One full-time XR/C-arm Technologist vacancy.
 - One full-time MRI Technologist position vacant.
 - Two contract Radiology Technologists utilized.
- **Laboratory –**
 - One full time and one part-time Medical Lab Technologist/Scientist positions vacant.
 - Two contract Medical Lab Technologist utilized.
- **Pharmacy –**
 - Fully staffed.
- **Respiratory Therapy –**
 - Fully staffed

SHIP Grant for consulting opportunity to Improve Emergency Department Performance

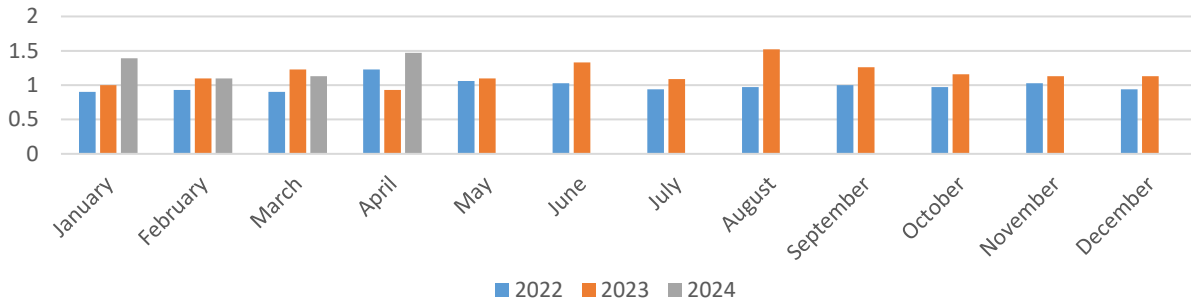
- Multiple stakeholders from SCHHC interviewed by Jonathan Pattenburg, an Oregon SHIP Grant ED consultant.
- Meetings were held to look for opportunities to improve ED performance such as patient throughput, charge capture, patient outcomes, etc.
- Report received 03/06/2024 with suggestions for improvement. After review, subjects will be considered for incorporation into the next SCHHC strategic plan.

Emergency Department Statistics

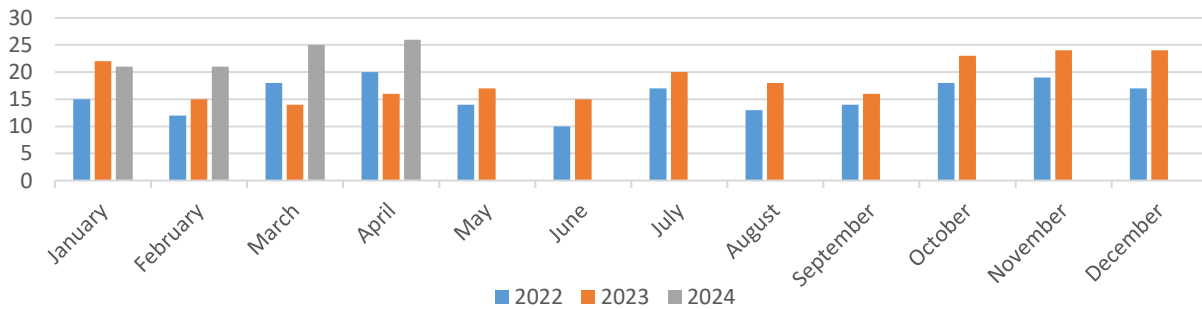
ED Census Tracking 2021-2023



Average ED Admissions to Med-Surg Unit per Day



ED Transfers



Chief Financial Officer Report

To: Board of Directors and Southern Coos Management
From: Antone Eek, CFO
Re: CFO Report for Board of Directors Meeting – May 2024

April 2024 Department Achievements/Activities

Accounting and Finance Update:

1. Workers' Compensation Policy Renewal Assessment: Completed the required FY25 estimated payroll assessment for the renewal of the health district's workers' compensation policy through SAIF. Projected payroll and assumed wages amount to approximately \$13.3M. The premium amount will be determined by SAIF and has not been reported yet.
2. Surveys and Reports:
 - Working on the American Hospital Association's annual survey (due June 30th) and the US Census Bureau's Annual Integrated Economic Survey for 2023 (due May 30th).
 - Completed the US Census Bureau's 2024 Annual Survey of Public Employment & Payroll.
3. Meeting with Oregon Health Authority: Scheduled a meeting in early June with the Oregon Health Authority to discuss a possible modification (decrease) to the FY25 Community Benefit Minimum Spending Floor set by the state last year.
4. Project Alignment: Aligning schedules of Sage Intacct, MCR, and FY Audit to avoid overload on August 1st during the testing phase of the ERP implementation.
5. Sage Intacct Project: Estimated to be two weeks ahead of schedule on implementation. Currently working on the Chart of Accounts.
6. Training: Staff attending "Sage University" for online training.

Engineering / EVS Update:

1. Construction Projects:
 - Completed construction of the Drug Room.
 - The Engineering Team ensured appropriate resources and coordinated with vendors for timely completion of the SPD Project.
2. Process Improvement: Worked on process improvements aligning with department requirements.

Health Information Management and Coding Update:

1. OSCaRs and OVERS Reporting:
 - OSCaRs (Oregon Cancer Reporting) ongoing, focusing on reducing patient duplications.

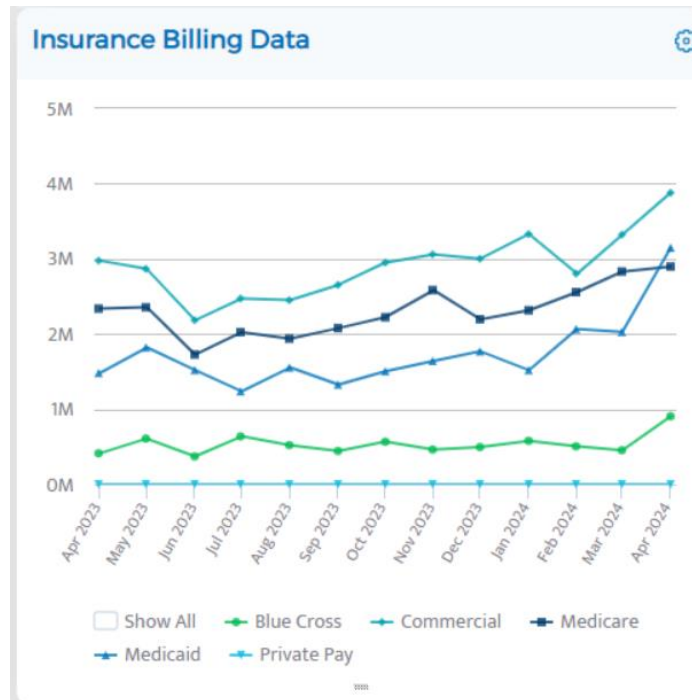
- OVERS (Oregon Vital Statistics) reporting of expired patients completed.
2. Requests for Medical Records:
 - Defined documentation and relationships required prior to individuals obtaining records on deceased patients.
 - Created a process and affidavit form, pending approval from the Policy Committee.
 3. Noridian Audits:
 - Audits on Labs and Echo/EKG charts ongoing.
 4. Release of Information (ROI) Turn Around Time (TAT):
 - Majority of ROI handled within goal timeframe, with a small percentage delayed due to various reasons.
 - Preparation for data migration to EPIC & Ellkay includes recruiting other departments to assist in QA catchup during downtime.

Materials Management / Supply Chain Update:

1. Orders placed and confirmed for equipment SPD project.
2. Initial procurement (Imprivata) for EPIC/Sage conversions initiated.
3. Changing vendors saved \$6100 on hardware for wifi upgrade.
4. Networking with area healthcare community, Southern Coos OR loaned Lower Umpqua an item needed for a scheduled procedure (now replaced) while borrowing a tray from NBMC for a Dr Monsivais procedure (now returned) so that patients did not have to have a procedure rescheduled.
5. Reorganizing layout in Materials for better efficiency in supply request filling
6. Continued reduction of duplicate inventory and inventory that has no activity for an extended period.

Revenue Cycle Update:

1. Days in Accounts Receivable (AR):
 - Decreased to 46.6, the lowest in a long time.
 - Improved reporting on unbilled claims contributing to this decrease.
2. Staff Promotions:
 - Promoted one biller to a supervisor role in admitting and one admitting clerk to billing, resulting in increased revenue and clearing up older claims.



Billed Claim performance continues to accelerate with the increased census and the continued clean-up efforts by all of the team in Revenue Cycle, like the below unbilled items being processed.

Other Items

Unbilled Issue:

Original Balance of Unbilled on 4/15/24	1,246,547.65	
Remaining as of 5/13/24 at 2pm	22,645.34	1.82%
Cash Collected	306,691.24	24.60%
Contractuals Recognized	200,763.42	16.11%
Total Receipt Amount	507,454.66	40.71%

Of the remaining amount:

- ~\$1,919 is in a pending status.
- ~\$1,530 is ready to bill.
- ~\$19,197 is in the Unchecked status (some due to late charges). This is a manual hold bucket to keep the bills from going out.

Pharmacy Services Update:

Site Visit from Pharmacy Consulting Services, Nelco Advisory. The site visit was extensive as to areas of review and different identified potential opportunities. Cori Valet and I will be reviewing and creating a plan to prioritize these in the next few weeks.

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, May 23, 2024

Cybersecurity

Email Protection Provided by Mimecast	December 2023	January 2024	February 2024	March 2024	April 2024
Spam Blocked/Number of Emails	624	1281/43,826	1383/43,222	1069/28,638	1,171/15,016
Impersonation Attacks	1048	919	906	961	1,067
Malware Detected and Quarantined	7	11	15	14	7
Links Clicked/Number Unsafe	1	363/0	0	0	0
Malicious Attachments	0	0	0	0	0
Internet Traffic Monitored by Critical Insight	December 2023	January 2024	February 2024	March 2024	April 2024
Investigations	2	1	1	2	20
Reported Investigations	0	0	0	0	1
High Priority Investigations	0	0	0	0	0

April Cybersecurity Climate

On April 8, 2024, a ransomware group affiliated with ALPHV/Blackcat claimed to have data from a ransomware attack on Change Healthcare. The attack occurred on February 21, 2024, and UnitedHealth Group CEO Andrew Witty confirmed in May 2024 that the company paid hackers a \$22 million ransom. As of April 19, 2024, HHS.gov has a frequently asked questions page about the incident.

In response to the Change Healthcare attack, Sen. Mark Warner (D-VA), a member of the Senate Finance Committee and co-chair of the Senate Cybersecurity Caucus, introduced the Health Care Cybersecurity Improvement Act of 2024, legislation that would allow for advance and accelerated payments to health care providers in the event of a cyber incident, as long as they and their vendors meet minimum cybersecurity standards.

Recently, Ascension Healthcare, a large system based in St. Louis, has become the latest high-profile victim of a cyberattack. The cyberattack was launched by a Russian-backed ransomware group Black Basta, and the American Hospital Association and the Health Information Sharing and Analysis Center (H-ISAC), issued a threat alert on Friday, May 10. SCHHC is monitoring the situation.

Clinical Informatics

The Clinical Informatics team is working on a variety of projects, including:

- Revising internal workflows in the ED, med-surg floor, and in the clinic
- Mapping data sources in preparation for the Sage & Epic Implementation
- Setting meetings with vendors we will interface with for the Epic Implementation

SCHHC 25th Anniversary

Southern Coos Hospital & Health Center opened at our current location in 1999. Prior to relocation, the community was served by Southern Coos General Hospital at its location on Ocean Drive in Bandon. The plaque on the wall outside our main entrance states that our current building was dedicated on September 9, 1999 (9-9-99).

In commemoration of our Silver Anniversary (25 years) and the services provided to the City of Bandon, our surrounding communities and the thousands of visitors and tourists that visit our area each year, we are planning a 25th anniversary celebration later this year.

In honor of SCHHC's 25th Anniversary, we have started informing the public now, through the use of the 25th Anniversary logo (see the masthead of this month's board packet), the development of a webpage on our southerncoos.org website, and a press release. SCHHC is proud of the important role that we play in this community as one of the largest employers and the major provider of medical services, including emergency medical services, in Bandon.

As a part of our education program to inform the public about our 25-year anniversary, we have created a special, commemorative 25-year logo to be used only for our 25th year. You will begin to see this new logo appear on marketing and routine communications. We will have a speaking series over the summer that will lead up to a major celebration on September 9, 2024. We will send out information as it becomes available.

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, May 23, 2024

- The **Bottle Drop** program continues to raise money, so far over \$1,300. The Bottle Drop Earth Day 20% matching event was a success, according to Brenda Sund, who spearheaded this project. Recycling receptacles have been placed around the hospital and Amy Moss Strong is checking those and filling up the blue bags from the bins. To donate from home, fill a blue plastic bag with cans or bottles and bring it back to the hospital or drop it off at the Bottle Drop in Coos Bay. Brenda in the Business Building, Kim Russell in the Administrative Office, and Amy have extra bags.
- Alix McGinley presented to 100 Strong Bandon in February and the group voted to support the **Living & Aging Well** event. The Foundation received a check for \$4,000 and Scott McEachern applied for the matching grant from the Richard M. Schulze Family Foundation, which was also approved, with \$1,950 in funds expected. The funds enabled the Foundation to offer the event free to the community.
- **The Quarterly Art show**, “Garden Party” is hung and a number of paintings and photos have already sold. A total raised for the Foundation will be calculated at the end of the show in June.
- **Golf for Health Classic**
Planning meetings will commence for the 17th annual Golf for Health Classic in the spring, to be held Sept. 20 and 21, 2024 at Bandon Crossings, with the Friday night reception again at Bandon Dunes. We have raised \$31,000 for the event already with many corporate sponsors considering sponsorship. A “Save the Date” flyer is on the SCHHC website on the Foundation tab/Golf for Health page. Advertising to “Save the Date” or sponsor this year’s event is coming soon.

ERP/EHR Project Update

Presented to the Southern Coos Health District Board of Directors

May 23, 2024



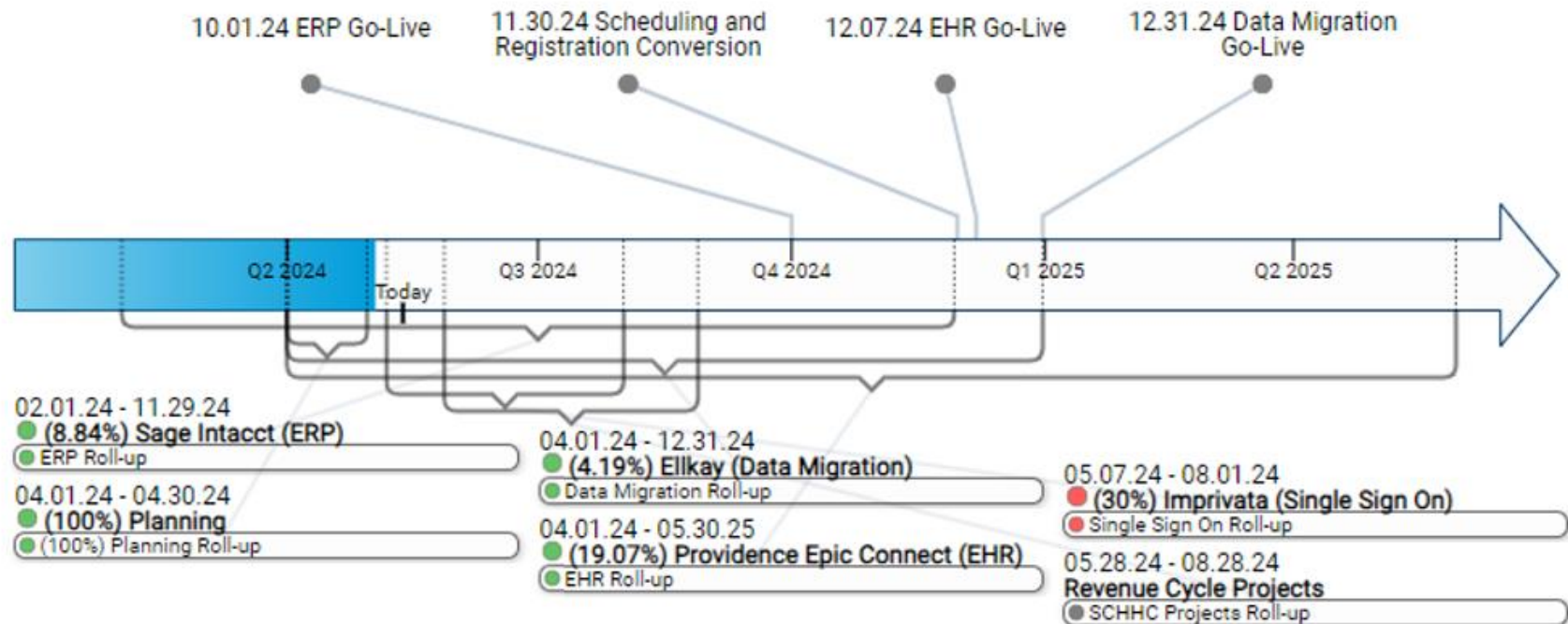
Project Dashboard

Name	Description	Type	Start	Complete	% Comp	Status Color
☰ SCHHC ERP EHR Implementation Milestones		Initiative	02-01-2024	05-30-2025	6.89	●
+ Sage Intacct (ERP)		Project	02-01-2024	11-29-2024	23.24	●
+ Planning		Project	04-01-2024	04-30-2024	100	✓
+ Ellkay (Data Migration)		Project	04-01-2024	12-31-2024	5.9	●
+ Providence Epic Connect (EHR)		Project	04-01-2024	05-30-2025	4.93	●
+ Imprivata (Single Sign On)		Project	05-07-2024	08-01-2024		●
+ Revenue Cycle Projects		Project	05-28-2024	08-28-2024		●



Timeline

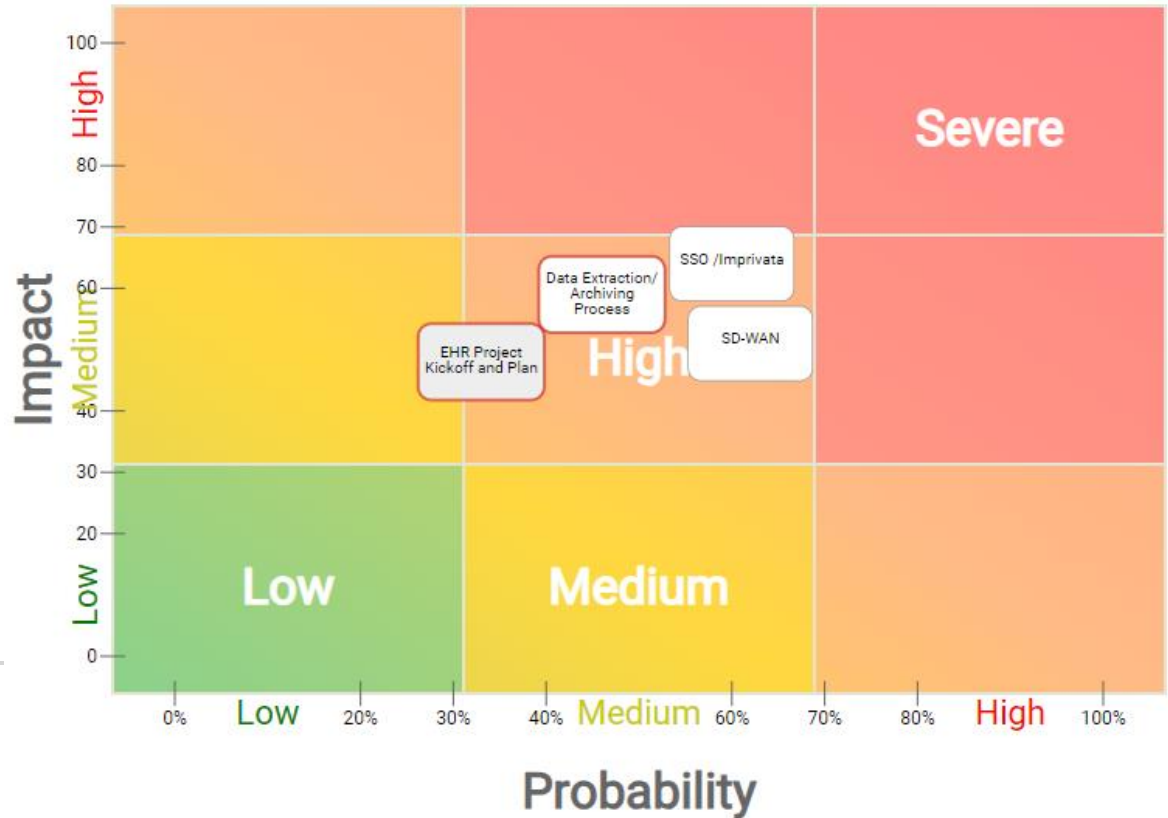
(WIP) SCHHC ERP EHR Implementation Milestones



Project Risk Tracker

SCHHC ERP EHR Implementation Risks

● Clinical
 ● Financial
 ● Equipment/Technology
 ● Communication
 ● Physician
 ● Quality/Regulatory
 ● Change Management
 Single Sign On
 N/A (Blank)
 All None



Project Narrative – April 2024

Sage Intacct – ERP

The SCHHC team, led by Brenda Sund, Controller, has worked with the Wipfli project team to complete the first “Define” phase of the overall Sage Intacct implementation. As of this writing, we are about two weeks ahead of schedule. The next phase is the Design phase, following by the Build phase. We are on track for successfully meeting our deadline of going live on October 1, 2024.

Providence Epic Community Connect – EHR

The SCHHC team has been busy with initial meetings with the Providence Epic project management team. As of now, we are working on setting up EHR system internet connectivity, reviewing purchase lists, developing the cost center structure, developing a data migration process and map, and planning ahead for education and training. Providence has assigned several members of their program management team. We have an onsite kickoff planned for May 23rd at 9am. I will give a verbal report at the board meeting.

Ellkay – Data Migration & Archiving

We continue to work with Trubridge to access SCH’s patient data that is contained within the Trubridge database. As mentioned above, the Ellkay team is using the Providence Epic data migration guidelines to determine the type of data that is ingested into SCH’s Epic EHR as well as the time period of this data.

Imprivata – Single Sign On (SSO) Solution

We signed the contract with Imprivata on May 3rd and have a kickoff scheduled on May 20th.

Budget

We have not started major spends against the project’s total cost of ownership budget.

Change Management

We have planned a system-wide rollout of the ERP/EHR project for the week of May 20-24, to coincide with the Providence team’s onsite visit and to ensure that we have a big splash to engage everyone on staff. The project’s core team and Experis Health Solutions developed a logo, a project title, a tagline, and a set of project objectives.

Title: Unlocking the Future: Sage & Epic Implementation 2024

Tagline: Service Excellence through Access & Compassion

Project Objectives:

1. Promote Best Practices & Patient Safety
2. Streamline continuity of care
3. Increase Efficiency & Productivity
4. Enhance Data Gathering & Analysis
5. Ensure Regulatory Compliance



Monthly Financial Overview

To: Board of Directors and Southern Coos Management

From: Antone Eek, CFO

RE: April 2024 Month End Financial Results – May 23, 2024

Revenue Performance:

- Gross Revenue: Achieved \$4,658,000, surpassing the budgeted \$3,758,000.
- OP Gross Revenue: Reached \$3,456,000, exceeding the budgeted \$2,654,000.
- IP and Swing Bed Revenues: Totaled \$1,201,000, above the budgeted \$1,104,000.

Patient Activity Metrics:

- Average Daily Census (ADC): Recorded at 8.4, falling short of the budgeted 9.3 but slightly above the prior year's 8.2.
- Clinical and Surgery volumes significantly exceeded expectations.
- ER, Imaging, Lab and RT volumes surpassed budget projections.

Revenue Deductions:

- Deductions from Revenue: Amounted to \$1,697,000, accounting for 36.4% of gross revenue, below the budgeted 38.1%.
- YTD Revenue Deductions: Stood at 36.2%, compared to the budgeted 38.1%.
- Medicare Cost Report Settlement: Anticipated receivable of \$90,000 post a lump sum payment of \$155,000 in February.

Operating Revenues:

- Total Operating Revenues: Registered at \$2,963,000, outperforming the budgeted \$2,335,000, and marking an increase of nearly \$700,000 from the same period last year.

Operating Expenses:

- Labor Expenses: Totaled \$1,644,000, coming in below the budgeted \$1,735,000.
- Reduced contract labor costs in ER, Lab and Radiology contributed to this decrease.
- Professional Fees and Purchased Services: Combined expense reached \$631,000, surpassing the budgeted \$514,000.
- Decreased independent contractor ER Physician coverage costs by \$32K from the previous month.
- Medical Supplies, Drugs, and Other Supplies: Accumulated to \$395,000, exceeding the budgeted \$181,000.
 - Increased expenses attributed to drug issuance from the Pharmacy.

Operating Income/Loss:

- Operating Income: realized a gain of \$18,000, compared to a budgeted loss of \$359,000.
 - Higher revenue in outpatient services attributed to this gain

Net Position Change:

- Increase in Net Position: Realized a gain of \$200,000, compared to the budgeted decrease of \$260,000.
- YTD Increase in Net Position: Showed a positive growth of \$594,000.

Financial Health Indicators:

- Days Cash on Hand: Stood at 135.2 days, a decline from the previous month's 137.0 days.
- Accounts Receivable (A/R) Days Outstanding: Reduced to 46.7 days, down from 47.9 days in the prior month.



SOUTHERN COOS
HOSPITAL
& HEALTH CENTER

Financial Overview

April 2024

Southern Coos Hospital & Health Center

Volume and Key Performance Ratios
For The Period Ending April 2024

		Month					Year to Date				
		Actual	Budget	Prior Year	Variance to Bud	Variance to Prior Year	Actual	Budget	Prior Year	Variance to Bud	Variance to Prior Year
Payor Mix - Gross Charges	Medicare	64.7%	66.6%	66.6%	-2.7%	-2.7%	62.5%	63.0%	63.0%	-0.7%	-0.7%
	Medicaid	15.9%	16.2%	16.2%	-1.9%	-1.9%	17.3%	17.6%	17.6%	-1.9%	-1.9%
	Commercial	10.9%	9.4%	9.4%	16.7%	16.7%	12.3%	12.1%	12.1%	1.5%	1.5%
	Government	6.4%	5.1%	5.1%	27.1%	27.1%	6.1%	5.5%	5.5%	10.8%	10.8%
	Other	0.4%	1.7%	1.7%	-78.4%	-78.4%	0.4%	0.9%	0.9%	-56.8%	-56.8%
	Self Pay	1.6%	1.1%	1.1%	43.8%	43.8%	1.4%	0.9%	0.9%	58.1%	58.1%
Total		100.0%	100.0%	100.0%			100.0%	100.0%	100.0%		

		Month					Year To Date				
		FY24 Actual	FY24 Budget	FY23 Prior Year	Variance %		FY24 Actual	FY24 Budget	FY23 Prior Year	Variance %	
					To Budget	To Prior Year				To Budget	To Prior Year
Patient Volumes	In Patient Days	142	114	109	25.0%	30.3%	1,246	1,223	1,233	1.9%	1.1%
	Swing Bed Days	111	164	137	-32.5%	-19.0%	1,107	1,672	1,167	-33.8%	-5.1%
	Total Patient Days	253	278	246	-9.0%	2.8%	2,353	2,895	2,400	-18.7%	-2.0%
	Emergency Visits	459	406	388	13.1%	18.3%	4,494	4,479	4,402	0.3%	2.1%
	Radiology Procedures	868	806	788	7.7%	10.2%	8,635	9,055	8,339	-4.6%	3.5%
	Laboratory Tests	4,564	3,540	3,940	28.9%	15.8%	40,274	40,656	38,021	-0.9%	5.9%
	Respiratory Visits	722	588	503	22.9%	43.5%	6,198	5,360	5,704	15.6%	8.7%
	Surgeries and Endoscopies	51	29	22	75.9%	131.8%	195	290	135	-32.8%	44.4%
	Specialty Clinic Visits	220	175	189	25.9%	16.4%	2,136	1,911	1,952	11.8%	9.4%
	Primary Care Clinic	809	714	473	13.4%	71.0%	5,534	5,350	4,679	3.4%	18.3%



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 April 30, 2024

	Current Month - Apr-2024					Year To Date - Apr-2024				
	Apr-2024 Actual	Apr-2024 Budget	Variance	Var %	Apr-2023 Actual	Apr-2024 Actual	Apr-2024 Budget	Variance	Var %	Apr-2023 Actual
Patient Revenue										
Inpatient	1,201,348	1,103,996	97,352	8.8%	1,059,282	10,715,191	12,175,663	(1,460,472)	(12.0%)	11,035,040
Outpatient	3,456,287	2,654,010	802,277	30.2%	2,203,623	30,594,128	30,871,383	(277,256)	(0.9%)	25,465,124
Total Patient Revenue	4,657,635	3,758,006	899,629	23.9%	3,262,905	41,309,318	43,047,046	(1,737,728)	(4.0%)	36,500,164
Deductions From Revenue										
Total Deductions	1,697,064	1,433,472	(263,592)	(18.4%)	994,738	14,957,292	16,416,736	1,459,445	8.9%	13,469,988
<i>Revenue Deductions %</i>	<i>36.4%</i>	<i>38.1%</i>			<i>30.5%</i>	<i>36.2%</i>	<i>38.1%</i>			<i>36.9%</i>
Net Patient Revenue	2,960,571	2,324,534	636,037	27.4%	2,268,167	26,352,027	26,630,310	(278,283)	(1.0%)	23,030,176
Other Operating Revenue	2,895	10,449	(7,554)	(72.3%)	20	57,737	104,488	(46,751)	(44.7%)	135,426
Total Operating Revenue	2,963,466	2,334,983	628,483	26.9%	2,268,187	26,409,764	26,734,798	(325,034)	(1.2%)	23,165,602
Operating Expenses										
Total Labor Expenses	1,643,634	1,734,563	90,929	5.2%	1,570,415	17,020,466	17,645,841	625,375	3.5%	15,442,316
Total Other Operating Expenses	1,302,082	959,192	(342,890)	(35.7%)	895,734	10,100,025	9,529,983	(570,042)	(6.0%)	8,614,264
Total Operating Expenses	2,945,716	2,693,755	(251,961)	(9.4%)	2,466,149	27,120,491	27,175,824	55,333	0.2%	24,056,579
Operating Income / (Loss)	17,750	(358,772)	376,522	(104.9%)	(197,962)	(710,727)	(441,026)	(269,701)	61.2%	(890,977)
Net Non-Operating Revenues	182,216	98,838	83,377	84.4%	150,281	1,304,837	988,384	316,453	32.0%	1,050,697
Change in Net Position	199,966	(259,934)	459,900	(176.9%)	(47,681)	594,110	547,358	46,752	8.5%	159,720
Collection Rate %	63.6%	61.9%	2.8%	2.8%	69.5%	63.8%	61.9%	3.1%	3.1%	63.1%
Compensation Ratio %	55.5%	74.3%	(25.3%)	(25.3%)	69.2%	64.4%	66.0%	(2.4%)	(2.4%)	66.7%
Operating Margin	0.6%	(15.4%)	(103.9%)	(103.9%)	(8.7%)	(2.7%)	(1.6%)	63.1%	63.1%	(3.8%)
OP EBIDA Margin \$	121,957	(251,800)	373,757	(148.4%)	(113,408)	315,745	548,355	(232,611)	(42.4%)	(109,566)
OP EBIDA Margin %	4.1%	(10.8%)	14.9%	(138.2%)	(5.0%)	1.2%	2.1%	(0.9%)	(41.7%)	(0.5%)
Total Margin (%)	6.7%	(11.1%)	17.9%	(160.6%)	(2.1%)	2.2%	2.0%	0.2%	9.9%	0.7%



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending April 2024

	Balance as of April 2024	Balance as of June 2023	Change	Balance as of June 2022
Assets				
Current Assets				
Cash - Operating	8,500,799	8,783,262	(282,464)	6,600,542
Cash Equivalents	3,415,194	3,988,481	(573,287)	7,911,429
Net Patient Accounts Receivable	3,794,446	2,813,679	980,767	3,197,844
Other Current Assets	659,381	678,641	(19,261)	1,134,760
Total Current Assets	16,369,820	16,264,064	105,756	18,844,575
Net PP&E	5,976,359	6,677,893	(701,534)	4,847,259
Total Assets	22,346,179	22,941,957	(595,778)	23,691,835
Liabilities and Net Assets				
Current Liabilities	3,721,848	4,308,166	(586,318)	7,170,179
Total Long-Term Debt, net	4,363,081	4,966,652	(603,570)	3,990,653
Fund Balance	13,667,140	12,531,014	1,136,125	12,706,270
Change in Net Position	594,110	1,136,125	(542,015)	(175,268)
Total Net Assets	14,261,250	13,667,140	594,110	12,531,002
Total Liabilities & Net Assets	22,346,179	22,941,957	(595,778)	23,691,835
Ratios				
Cash to Debt Ratio	1.95	1.77	0.18	1.65
Current Ratio	4.40	3.78	0.62	2.63
Average Age of Plant	6.08	13.67	(7.58)	19.36
Debt to Capitalization Ratio	0.24	0.27	(0.03)	0.25



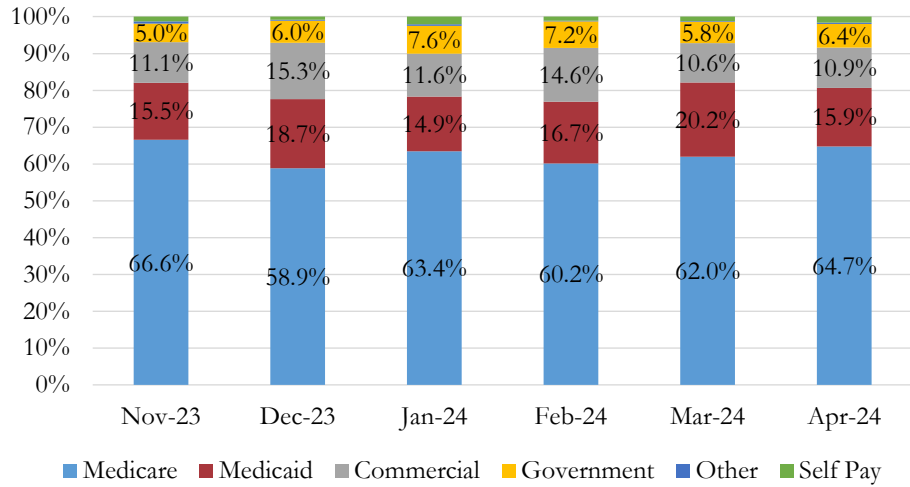
Southern Coos Hospital & Health Center

Volume and Key Performance Ratios
For The Period Ending April 2024

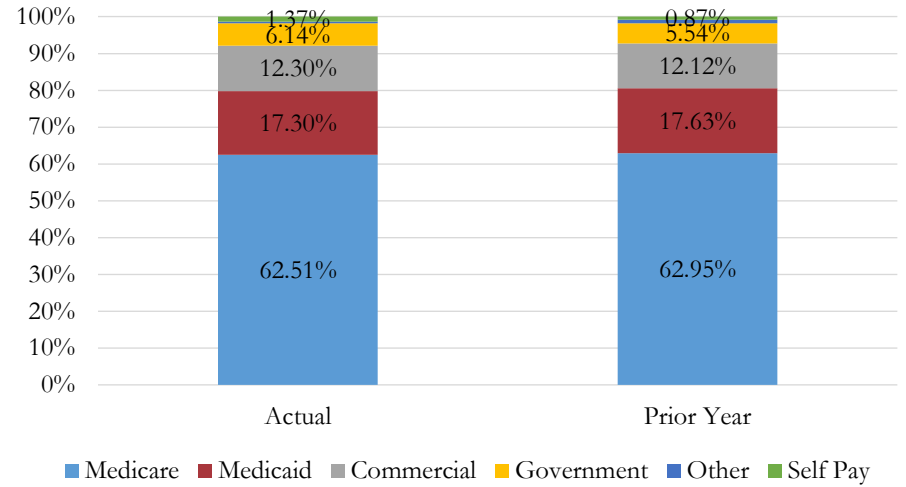
		Month					Year to Date				
		Actual	Budget	Prior Year	Variance to Bud	Variance to Prior	Actual	Budget	Prior Year	Variance to Bud	Variance to Prior
Volume Summary	IP Days	142	114	109	25.0%	30.3%	1,246	1,223	1,233	1.9%	1.1%
	Swing Bed Days	111	164	137	-32.5%	-19.0%	1,107	1,672	1,167	-33.8%	-5.1%
	Total Inpatient Days	253	278	246	-9.0%	2.8%	2,353	2,895	2,400	-18.7%	-2.0%
	Avg Daily Census	8.4	9.3	8.2	-9.0%	2.8%	7.7	9.5	7.9	-18.7%	-2.3%
	Avg Length of Stay - IP	3.5	4.9	4.7	-29.9%	-26.9%	4.0	4.1	4.2	-2.4%	-3.2%
	Avg Length of Stay - SWB	13.9	16.4	13.7	-15.6%	1.3%	12.0	19.7	13.7	-38.8%	-12.4%
	ED Registrations	459	406	388	13.1%	18.3%	4,494	4,479	4,402	0.3%	2.1%
	Clinic Registrations	762	439	454	73.6%	67.8%	5,095	4,466	4,455	14.1%	14.4%
	Ancillary Registrations	1,194	958	958	24.6%	24.6%	11,437	9,610	9,610	19.0%	19.0%
	Total OP Registrations	2,415	1,803	1,800	34.0%	34.2%	21,026	18,555	18,467	13.3%	13.9%
Key Income Statement Ratios	Gross IP Rev/IP Day	7,607	8,815	8,183	-13.7%	-7.0%	7,741	9,037	8,056	-14.3%	-3.9%
	Gross SWB Rev/SWB Day	1,091	626	1,222	74.3%	-10.7%	966	671	944	44.0%	2.3%
	Gross OP Rev/Total OP Registrations	1,431	1,472	1,224	-2.8%	16.9%	1,455	1,664	1,379	-12.5%	5.5%
	Collection Rate	63.6%	61.9%	69.5%	2.8%	-8.6%	63.8%	61.9%	63.1%	3.1%	1.1%
	Compensation Ratio	55.5%	74.3%	69.2%	-25.3%	-19.9%	64.4%	66.0%	66.7%	-2.4%	-3.3%
	OP EBIDA Margin \$	121,957	(251,800)	(113,408)	-148.4%	-207.5%	315,745	548,355	(109,566)	-42.4%	-388.2%
	OP EBIDA Margin %	4.1%	-10.8%	-5.0%	-138.2%	-182.3%	1.2%	2.1%	-0.5%	-41.7%	-352.8%
	Total Margin	6.7%	-11.1%	-2.1%	-160.6%	-421.0%	2.2%	2.0%	0.7%	9.9%	226.3%
Key Liquidity Ratios	Days Cash on Hand	135.2	80.0	127.8	-69.0%	5.8%					
	AR Days Outstanding	46.7	50	50.7	-6.6%	-7.9%					



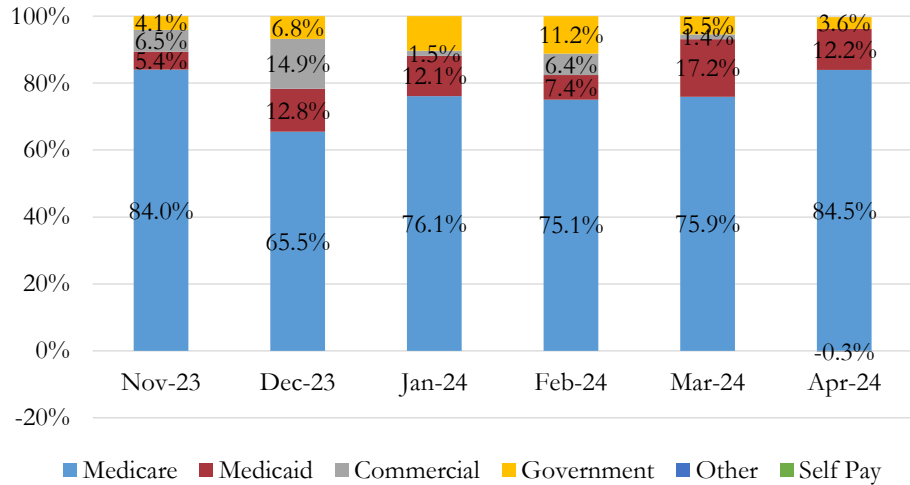
All Patients Payor Mix



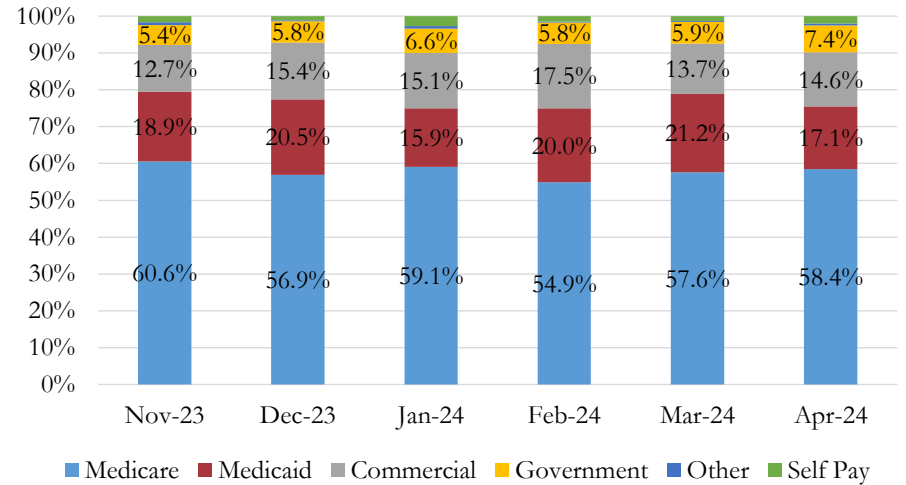
Year to Date Payor Mix



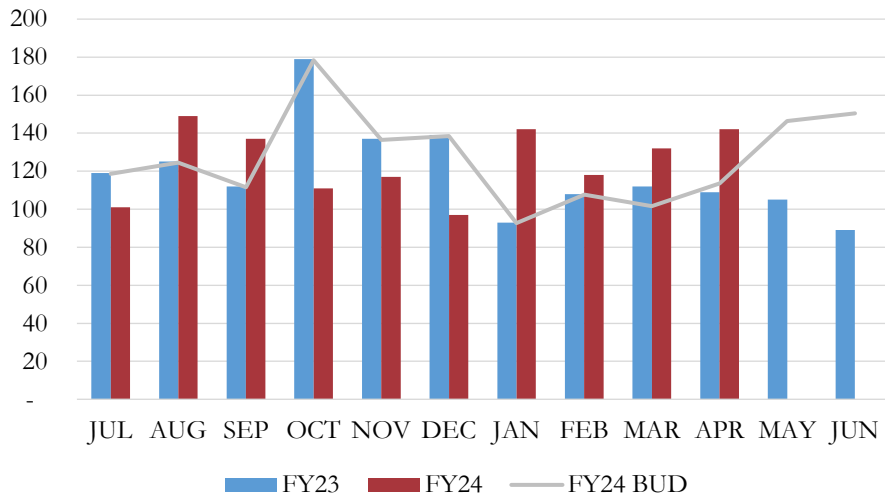
IP Payor Mix



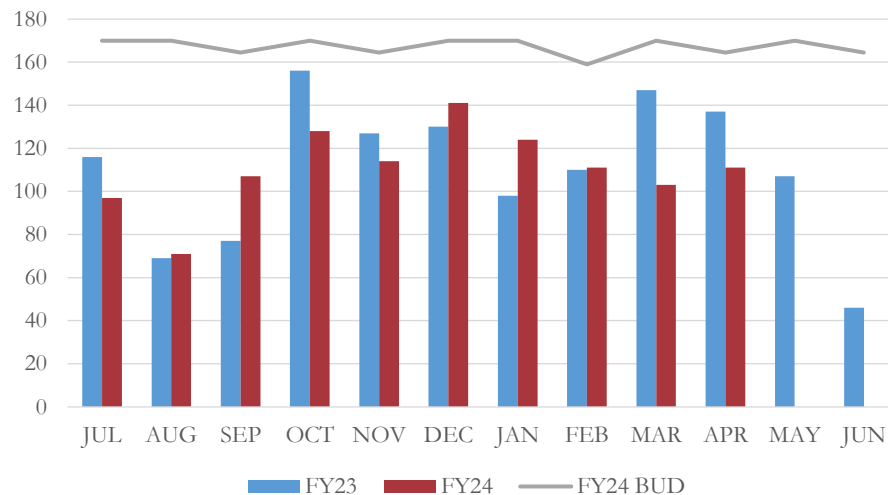
OP Payor Mix



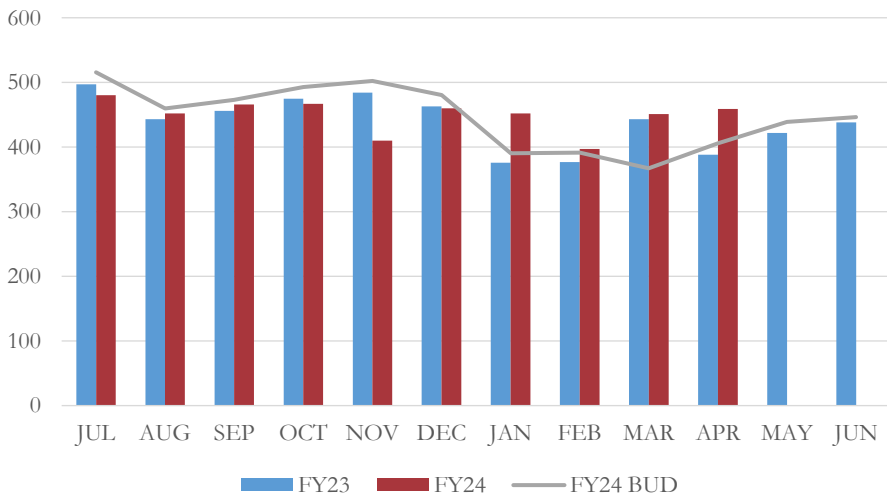
IP Days



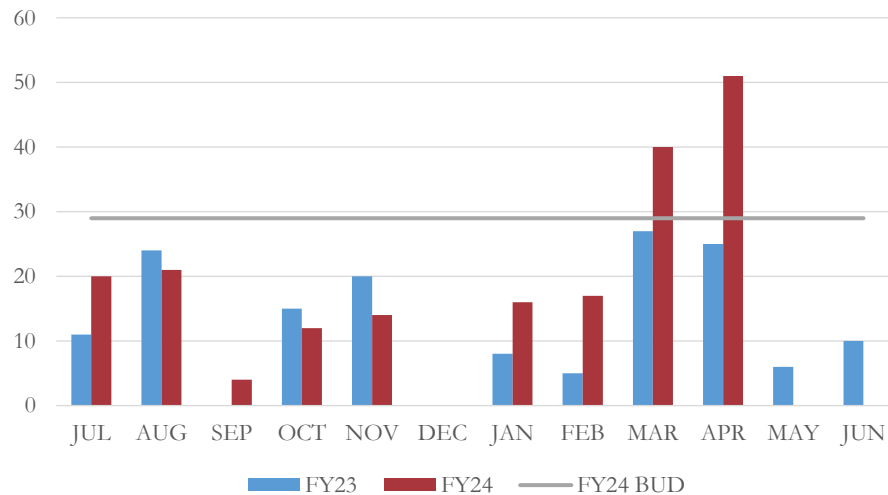
Swing Bed Days



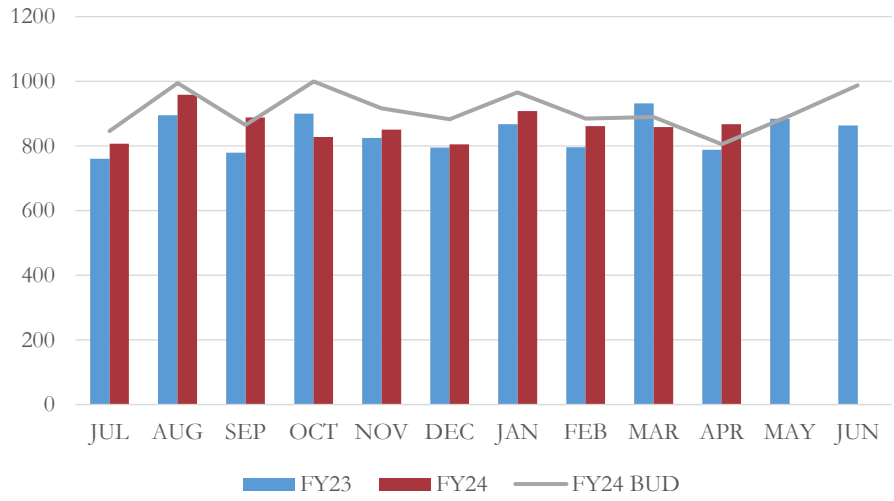
ER Visits



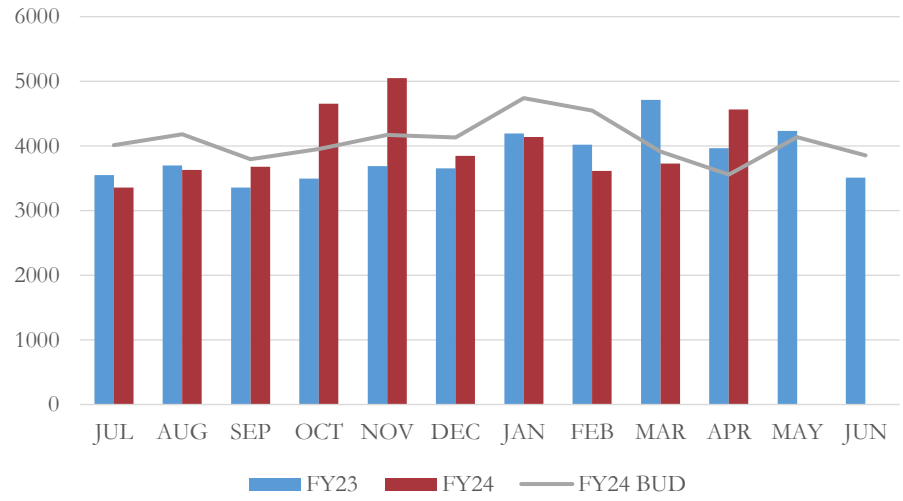
Surgery Patients



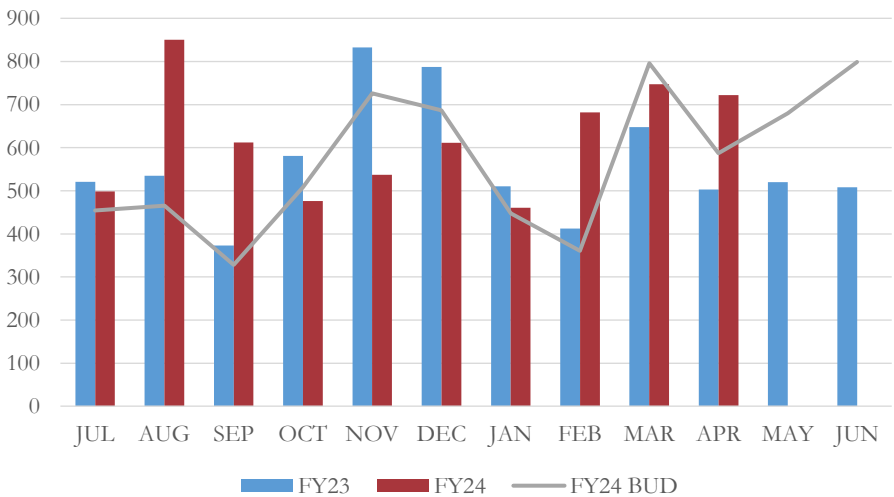
Imaging Visits



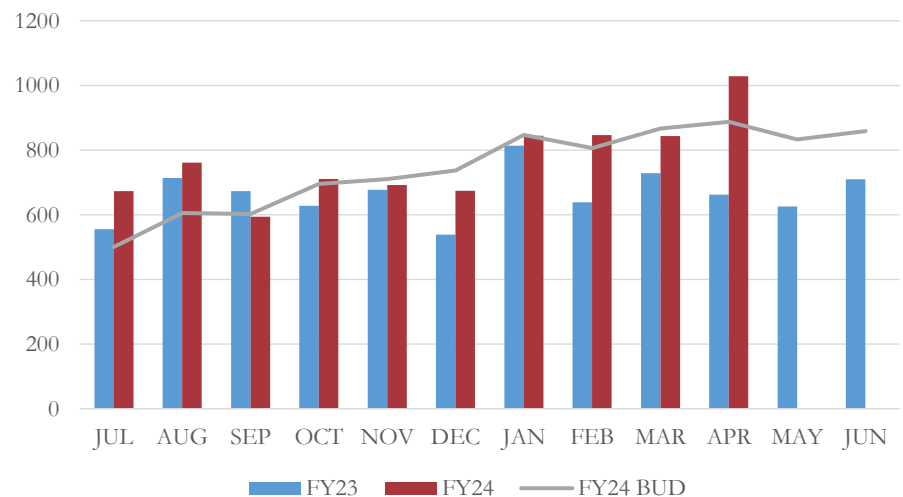
Lab Tests



RT Procedures



Clinic Visits



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending April 2024

	Balance as of April 2024	Balance as of June 2023	Change	Balance as of June 2022
Assets				
Current Assets				
Cash - Operating	8,500,799	8,783,262	(282,464)	6,600,542
Covid-19 Relief Funds	-	-	-	1,201,335
Medicare Accelerated Payments	-	-	-	3,041,479
Investments - Unrestricted	1,199,218	1,772,505	(573,287)	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	11,915,993	12,771,743	(855,750)	14,511,971
Patient Accounts Receivable	7,047,176	5,628,112	1,419,065	5,990,969
Allowance for Uncollectibles	(3,252,730)	(2,814,433)	(438,298)	(2,793,125)
Net Patient Accounts Receivable	3,794,446	2,813,679	980,767	3,197,844
Other Receivables	2,169	20,892	(18,723)	7,034
Inventory	249,880	262,233	(12,353)	163,375
Prepaid Expense	523,823	367,358	156,465	479,232
Property Tax Receivable	(116,491)	28,158	(144,649)	43,119
Medicare Receivable	-	-	-	442,000
Total Current Assets	16,369,820	16,264,064	105,756	18,844,575
Property, Plant and Equipment				
Land	461,527	461,527	-	461,527
Property and Equipment:	20,404,725	20,092,234	312,490	17,205,488
Less: Accumulated Depreciation	(14,985,708)	(13,904,245)	(1,081,463)	(12,886,837)
Construction In Progress	95,815	28,376	67,438	67,081
Net PP&E	5,976,359	6,677,893	(701,534)	4,847,259
Total Assets	22,346,179	22,941,957	(595,778)	23,691,835



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending April 2024

	Balance as of April 2024	Balance as of June 2023	Change	Balance as of June 2022
Liabilities and Net Assets				
Current Liabilities				
Accounts Payable	815,716	842,313	(26,598)	757,537
Accrued Payroll and Benefits	1,180,699	1,145,490	35,209	1,195,908
Interest and Other Payable	91,377	100,328	(8,951)	103,720
Medicare Reserve Payable	874,316	1,441,004	(566,689)	623,871
Current Portion of Long Term Debt	759,740	779,030	(19,290)	246,328
Medicare Accelerated Fund	-	-	-	3,041,479
Provider Relief Funds	-	-	-	1,201,335
Current Liabilities	3,721,848	4,308,166	(586,318)	7,170,179
Long-Term Debt	5,122,821	5,745,681	(622,860)	4,236,981
Less Current Portion of Long-Term Debt	(759,740)	(779,030)	19,290	(246,328)
Total Long-Term Debt, net	4,363,081	4,966,652	(603,570)	3,990,653
Total Liabilities	8,084,929	9,274,817	(1,189,888)	11,160,832
Net Assets:				
Fund Balance	13,667,140	12,531,014	1,136,125	12,706,270
Change in Net Position	594,110	1,136,125	(542,015)	(175,268)
Total Net Assets	14,261,250	13,667,140	594,110	12,531,002
Total Liabilities & Net Assets	22,346,179	22,941,957	(595,778)	23,691,835



Southern Coos Hospital & Health Center

Summary Statements of Revenues, Expenses, and Changes in Net Position
For The Period Ending April 30, 2024

	Current Month - Apr-2024				Year To Date - Apr-2024					
	Apr-2024 Actual	Apr-2024 Budget	Variance	Var %	Apr-2023 Actual	Apr-2024 Actual	Apr-2024 Budget	Variance	Var %	Apr-2023 Actual
Patient Revenue										
Inpatient	1,201,348	1,103,996	97,352	8.8%	1,059,282	10,715,191	12,175,663	(1,460,472)	(12.0%)	11,035,040
Outpatient	3,456,287	2,654,010	802,277	30.2%	2,203,623	30,594,128	30,871,383	(277,256)	(0.9%)	25,465,124
Total Patient Revenue	4,657,635	3,758,006	899,629	23.9%	3,262,905	41,309,318	43,047,046	(1,737,728)	(4.0%)	36,500,164
Deductions From Revenue										
Total Deductions	1,697,064	1,433,472	(263,592)	(18.4%)	994,738	14,957,292	16,416,736	1,459,445	8.9%	13,469,988
Revenue Deductions %	36.4%	38.1%			30.5%	36.2%	38.1%			36.9%
Net Patient Revenue	2,960,571	2,324,534	636,037	27.4%	2,268,167	26,352,027	26,630,310	(278,283)	(1.0%)	23,030,176
Other Operating Revenue	2,895	10,449	(7,554)	(72.3%)	20	57,737	104,488	(46,751)	(44.7%)	135,426
Total Operating Revenue	2,963,466	2,334,983	628,483	26.9%	2,268,187	26,409,764	26,734,798	(325,034)	(1.2%)	23,165,602
Operating Expenses										
Salaries & Wages	1,118,037	1,247,037	129,000	10.3%	970,914	11,781,742	12,542,823	761,081	6.1%	10,724,819
Contract Labor	182,631	177,043	(5,588)	(3.2%)	292,771	2,207,322	1,984,827	(222,495)	(11.2%)	2,034,185
Benefits	342,966	310,484	(32,483)	(10.5%)	306,730	3,031,402	3,118,191	86,789	2.8%	2,683,312
Total Labor Expenses	1,643,634	1,734,563	90,929	5.2%	1,570,415	17,020,466	17,645,841	625,375	3.5%	15,442,316
Professional Fees	261,438	227,544	(33,894)	(14.9%)	223,611	2,784,239	2,275,442	(508,798)	(22.4%)	2,461,642
Purchased Services	369,507	286,301	(83,206)	(29.1%)	270,586	2,788,452	2,863,011	74,559	2.6%	2,315,588
Drugs & Pharmaceuticals	299,262	50,023	(249,239)	(498.2%)	46,573	982,466	508,601	(473,866)	(93.2%)	485,540
Medical Supplies	25,400	30,367	4,967	16.4%	33,478	191,936	307,878	115,942	37.7%	235,074
Other Supplies	70,173	101,085	30,912	30.6%	83,905	887,213	1,010,849	123,637	12.2%	919,298
Lease and Rental	-	-	-	0.0%	-	3,300	-	(3,300)	0.0%	-
Maintenance & Repairs	22,158	22,954	797	3.5%	30,385	188,590	229,544	40,954	17.8%	189,696
Other Expenses	96,999	85,890	(11,109)	(12.9%)	73,022	772,434	864,727	92,293	10.7%	756,183
Utilities	31,430	26,508	(4,923)	(18.6%)	28,406	267,994	265,076	(2,918)	(1.1%)	254,845
Insurance	21,508	21,547	39	0.2%	21,213	206,928	215,474	8,546	4.0%	214,985
Depreciation & Amortization	104,206	106,972	2,765	2.6%	84,554	1,026,472	989,381	(37,091)	(3.7%)	781,412
Total Operating Expenses	2,945,716	2,693,755	(251,961)	(9.4%)	2,466,149	27,120,491	27,175,824	55,333	0.2%	24,056,579
Operating Income / (Loss)	17,750	(358,772)	376,522	(104.9%)	(197,962)	(710,727)	(441,026)	(269,701)	61.2%	(890,977)
Non-Operating										
Property Taxes	93,248	91,439	1,809	2.0%	89,427	945,318	914,388	30,929	3.4%	894,267
Non-Operating Revenue	69,819	9,361	60,458	645.8%	48,382	228,835	93,614	135,221	144.4%	124,182
Interest Expense	(23,430)	(27,066)	3,636	(13.4%)	(22,385)	(246,029)	(270,664)	24,635	(9.1%)	(218,136)
Investment Income	42,579	25,104	17,475	69.6%	34,857	429,816	251,045	178,771	71.2%	250,383
Gain(Loss) on Sale of Assets	-	-	-	0.0%	-	(53,103)	-	(53,103)	0.0%	-
Total Non-Operating	182,216	98,838	83,377	84.4%	150,281	1,304,837	988,384	316,453	32.0%	1,050,697
Change in Net Position	199,966	(259,934)	459,900	(176.9%)	(47,681)	594,110	547,358	46,752	8.5%	159,720

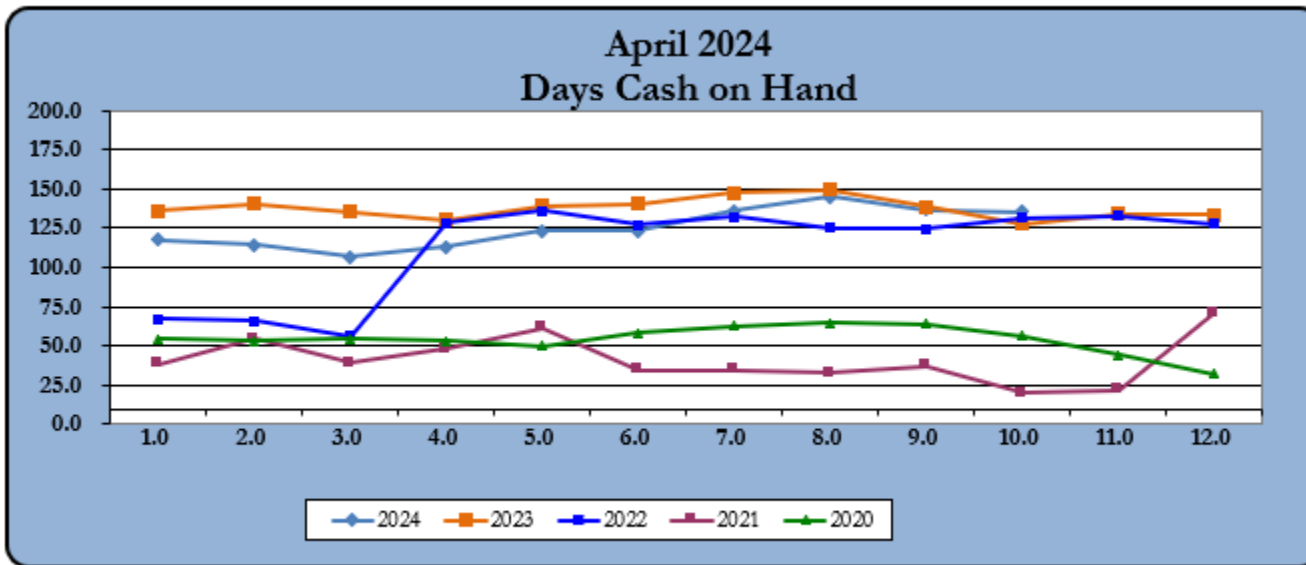


Southern Coos Hospital & Health Center

Income Statement
For The Period Ending April 2024
Comparison to Prior Months

	Nov-2023	Dec-2023	Jan-2024	Feb-2024	Mar-2024	Apr-2024
Patient Revenue						
Inpatient	1,060,741	1,024,177	1,153,907	1,041,279	1,100,223	1,201,348
Outpatient	2,964,738	3,059,987	3,226,636	3,141,420	3,217,288	3,456,287
Total Patient Revenue	4,025,479	4,084,164	4,380,543	4,182,699	4,317,511	4,657,635
Deductions From Revenue						
Charity Services	18,218	26,530	34,603	33,620	24,096	101,098
Contractual Allowances	1,154,956	1,255,821	1,391,808	1,340,268	1,445,911	1,459,249
Other Discounts	96,974	174,936	146,705	101,826	268,532	158,776
Bad Debt	(8,982)	(12,813)	48,526	(32,368)	(444)	(22,059)
Total Deductions	1,261,165	1,444,475	1,621,642	1,443,346	1,738,095	1,697,064
Net Patient Revenue	2,764,314	2,639,689	2,758,901	2,739,354	2,579,416	2,960,571
Other Operating Revenue	1,226	5,794	1,646	45,172	5	2,895
Total Operating Revenue	2,765,540	2,645,483	2,760,547	2,784,526	2,579,421	2,963,466
Operating Expenses						
Salaries & Wages	1,170,312	1,266,425	1,232,141	1,136,835	1,244,480	1,118,037
Benefits	307,268	313,603	401,379	290,402	249,730	342,966
Contract Labor	204,260	232,947	171,604	212,160	255,345	182,631
Professional Fees	281,372	259,275	310,968	274,379	281,035	261,438
Purchased Services	252,096	240,614	297,074	298,365	312,818	369,507
Medical Supplies	18,085	13,884	27,829	19,903	15,683	25,400
Drugs & Pharmaceuticals	59,188	78,739	83,094	64,258	105,246	299,262
Other Supplies	95,720	89,214	117,156	69,914	98,244	70,173
Depreciation & Amortization	100,717	100,737	105,951	102,445	105,769	104,206
Lease and Rental	1,100	(1,100)	-	-	-	-
Maintenance & Repairs	27,739	9,597	15,704	18,694	15,843	22,158
Utilities	30,521	30,243	28,137	24,520	25,917	31,430
Insurance	20,185	19,860	24,976	20,480	20,480	21,508
Other Expenses	92,204	59,813	53,629	108,913	97,179	96,999
Total Operating Expenses	2,660,767	2,713,851	2,869,643	2,641,269	2,827,769	2,945,716
Excess of Revenue Over Expenses from Oper	104,773	(68,368)	(109,097)	143,257	(248,348)	17,750
Non-Operating						
Unrestricted Contributions	93,248	93,248	93,248	93,248	93,248	93,248
Other NonOperating Revenue\Expense	20,705	32,727	18,990	14,699	5,394	69,819
Investment Income	41,760	50,746	42,784	41,858	44,834	42,579
Gain(Loss) on Sale of Assets	-	1,888	-	-	(40,067)	-
Total Non-Operating	155,713	178,608	155,021	149,805	103,408	205,646
Interest Expense	(29,051)	(26,521)	(24,183)	(23,944)	(23,735)	(23,430)
Excess of Revenue Over Expenses	231,435	83,720	21,741	269,117	(168,675)	199,966





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	125.2
2023	137.8
2022	113.0
2021	41.2
2020	54.0

Benchmark

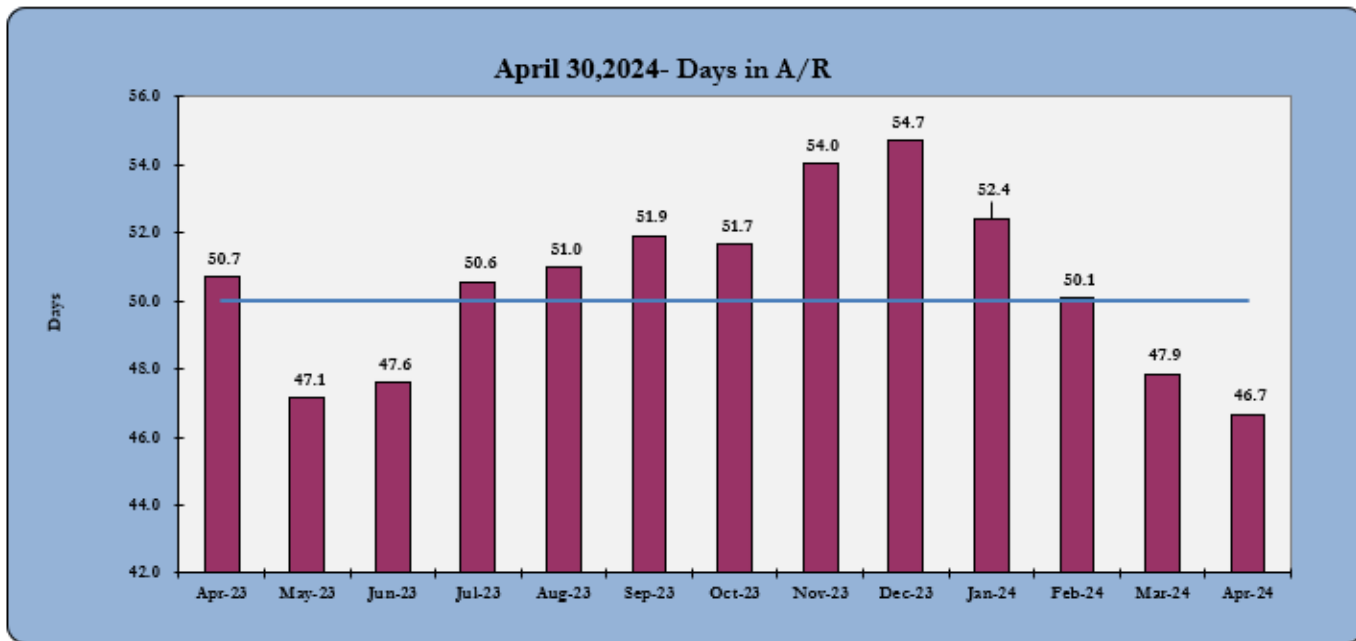
80 Days

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	Nor	Dec	Jan	Feb	Mar	Apr	May	Jun
2024	117.7	114.5	106.8	113.1	123.1	123.3	136.1	145.3	137.0	135.2	134.2	133.3
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.

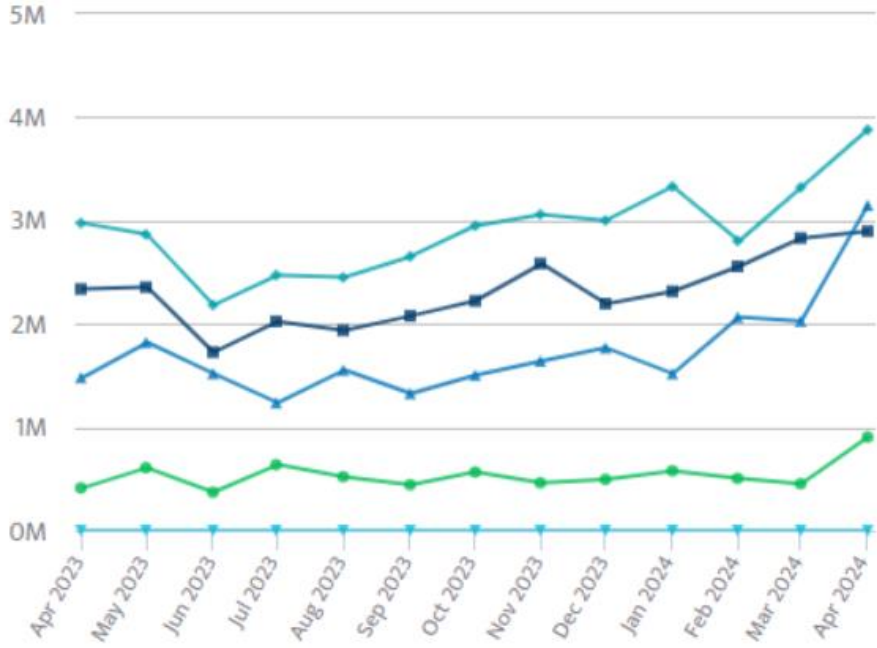
Benchmark 50

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.

	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24
A/R (Gross)	6,038,783	5,617,678	5,350,234	5,896,120	6,202,815	6,668,233	6,683,559	7,026,722	7,073,822	7,082,413	6,930,580	6,773,937	6,824,281
Days in AR	50.7	47.1	47.6	50.6	51.0	51.9	51.7	54.0	54.7	52.4	50.1	47.9	46.7
'''	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24
A/R (Gross)	6,038,783	5,617,678	5,350,234	5,896,120	6,202,815	6,668,233	6,683,559	7,026,722	7,073,822	7,082,413	6,930,580	6,773,937	6,824,281
Days in Month	30	31	30	31	31	30	31	30	31	31	29	31	30
Monthly Revenue	3,262,905	3,627,380	3,339,613	3,759,053	4,095,150	3,961,459	3,845,624	4,025,479	4,025,479	4,380,543	4,182,699	4,317,511	4,657,635
3 Mo Avg Daily Revenue	119,118	119,153	112,416	116,587	121,672	128,431	129,372	130,028	129,311	135,125	138,338	141,547	146,198
Days in AR	50.7	47.1	47.6	50.6	51.0	51.9	51.7	54.0	54.7	52.4	50.1	47.9	46.7



Insurance Billing Data



- Show All
- Blue Cross
- Commercial
- Medicare
- ▲ Medicaid
- ▲ Private Pay

|||||

AR Receipts by Payer



- Show All
- Private Pay
- Commercial
- Medicaid
- ▲ Blue Cross
- ▲ Medicare

|||||



**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		14,500		
Desk Dividers	Information Systems	10,000	-	10,000	NA	Purchases do not meet capital policy requirement - items expensed February
Ortho MTS Workstation	Lab	10,000		10,000		
Refrigerator Double Doors	Lab	10,000		10,000	NA	Purchase in FY23 covered this need
ID TipMaster	Lab	5,000		5,000		
Reclining Chairs	MedSurg	10,500		10,500		
Bed Alarm System	MedSurg	10,000		10,000		
Suction flow meters (19)	MedSurg	9,595		9,595		
UHS Blanket Warming Unit	MedSurg	7,500	7,435	65	3.31.24	PO # 1607121
External automatic door near MRI	Radiology	10,000		10,000		
Blanket Warmers	Radiology	7,335	5,631	1,704	9.30.23	PO # 1606862
Ultrasound Probe hockey stick	Radiology	7,000		7,000		
PAPR	Radiology	12,000		12,000	NA	No longer needed per Radiology
Door security	Radiology	4,000		4,000		
Not in Budget (<\$15,000)						
Clinic Lobby Refresh	Clinic	-	6,525	(6,525)	11.30.23	PO # 1606840
Freezer	Dietary	-	6,135	(6,135)	2.29.24	PO # 1607228
Respiratory Flooring Replacement	RT	-	5,235	(5,235)	11.30.23	No PO
		127,430	30,961	96,469		



**SOUTHERN COOS HOSPITAL & HEALTH CENTER
CAPITAL PURCHASES SUMMARY FY2024**

Approved Projects:

Project Name	Department	Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Notes
Threshold Projects (>\$15,000)						
Air Handler Fin replacement	Engineering	70,000		70,000		
Outside Sign Upgrades	Engineering	24,500		24,500		
Gurney (3)	ER	43,700		43,700		
EKG Machine	ER	15,000	19,968	(4,968)	01.31.24	PO # 1606956 - complete
Wi-Fi System Upgrade	Information Systems	22,000		22,000		
Security Camera System Expansion	Information Systems	21,000	9,538	11,462		Complete - awaiting final invoice to capitalize
DataCenter Battery Backup Replacement	Information Systems	20,000		20,000		
Storage Server Replacement	Information Systems	15,000		15,000		
BACT Alert 360 D Replacement	Lab	20,000		20,000		
Bariatric Bed	MedSurg	35,000		35,000		
Cardiac Monitors (8)	MedSurg	25,000		25,000		
Drug Dispensing System (Pyxis)	Pharmacy	170,000	79,454	90,546	3.31.24	Towers were not purchased this year, will likely be pushed to FY25
Ultrasound Probe Cardiac 3D X5-1	Radiology	23,000		23,000		
Ultrasound Echo Bed	Radiology	19,203		19,203		
AMSCO Washer & Construction	Surgery	106,500	97,822	8,678		PO# 1607359 Issued 3.29.24
AMSCO Repro Sink	Surgery	-	82,873	(82,873)		PO# 1607359 Issued 3.29.24
Auto AMSCO Pass Through Window	Surgery	-	24,997	(24,997)		PO# 1607359 Issued 3.29.24
Water Treatment Evoqua	Surgery	-	28,404	(28,404)		PO# 1607411 Issued 4.18.24
Sterile Processing Prep & Pack	Surgery	-	12,272	(12,272)		PO# 1607394 Issued 4.15.24
Not in Budget (>\$15,000)		-		-		
		629,903	355,328	274,575		
Grand Total		757,333	386,289	371,044		

Grant Funded Projects:

Project Name	Department	Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Grant Funding Source
2019 Ford F-350	Hospital	54,291	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	-		

Epic & Sage Projects

	Expected Project Cost	Spending To Date	Amount Remaining
EPIC	1,800,758	61,051	1,739,707
SAGE	605,637	29,995	575,642



Clinic Provider Income Summary

All Providers

For The Budget Year 2024

	ACT		BUD		ACT		BUD		ACT		BUD		Current Budget YTD	
	JAN	JAN	FEB	FEB	MAR	MAR	APR	APR	YTD	FY24 Budget	Variance			
Provider Productivity Metrics														
Clinic Days	82	80	77	76	88	78	83	81	716	701	14			
Total Visits	623	629	643	606	644	647	809	714	5,534	5,350	184			
Visits/Day	7.6	7.9	8.4	8.0	7.3	8.3	9.7	8.8	7.7	7.6	0.1			
Total RVU	1,318.84	1,304.35	1,312.30	1,255.63	1,559.10	1,335.76	1,796.67	1,447.48	12,182.41	11,339.21	843.20			
RVU/Visit	2.12	2.07	2.04	2.07	2.42	2.06	2.22	2.03	2.20	2.12	0.08			
RVU/Clinic Day	16.08	16.28	17.04	16.49	17.72	17.11	21.65	17.85	17.03	16.17	0.85			
Gross Revenue/Visit	452.58	381.84	446.34	413.61	459.04	396.94	403.01	392.96	420.27	394.58	25.69			
Gross Revenue/RVU	213.79	184.12	218.70	199.78	189.61	192.35	181.47	193.70	190.91	186.15	4.76			
Net Rev/RVU	91.77	81.26	111.66	87.96	80.24	85.85	77.89	85.72	84.39	83.10	1.29			
Expense/RVU	125.68	104.68	105.57	103.69	118.96	101.26	94.01	91.94	120.94	115.93	5.02			
Diff	(33.91)	(23.42)	6.09	(15.73)	(38.72)	(15.41)	(16.12)	(6.22)	(36.56)	(32.83)	(3.73)			
Net Rev/Day	1,476.02	1,323.04	1,902.94	1,450.63	1,421.63	1,469.31	1,686.03	1,530.51	1,436.78	1,344.07	92.71			
Expense/Day	2,021.43	1,704.36	1,799.21	1,710.11	2,107.60	1,733.03	2,034.94	1,641.58	2,059.21	1,875.04	184.18			
Diff	(545.42)	(381.32)	103.73	(259.48)	(685.97)	(263.72)	(348.91)	(111.06)	(622.43)	(530.96)	(91.46)			
Patient Revenue														
Outpatient														
Total Patient Revenue	281,959	240,155	287,000	250,849	295,624	256,937	326,034	280,380	2,325,776	2,110,849	214,927			
Deductions From Revenue														
Total Deductions From Revenue (Note A)	160,926	134,162	140,473	140,408	170,521	142,255	186,093	156,299	1,297,757	1,168,570	129,187			
	57%	56%	49%	56%	58%	55%	57%	56%	56%	55%				
Net Patient Revenue	121,034	105,992	146,526	110,441	125,103	114,681	139,941	124,081	1,028,019	942,279	85,740			
	43%	44%	51%	44%	42%	45%	43%	44%	44%	45%				
Total Operating Revenue	121,034	105,992	146,526	110,441	125,103	114,681	139,941	124,081	1,028,019	942,279	85,740			
Operating Expenses														
Salaries & Wages	79,650	71,845	59,924	68,436	133,798	71,845	95,702	70,141	840,689	706,719	133,970			
Benefits	19,843	9,057	11,889	8,865	7,429	9,477	11,422	8,906	102,353	84,137	18,215			
Purchased Services	10,000	0	11,145	0	(21,025)	0	294	0	414	0	414			
Medical Supplies	2,579	638	4,770	638	3,944	567	1,725	638	15,050	5,319	9,731			
Other Supplies	529	132	56	132	368	132	(64)	132	5,437	1,324	4,113			
Maintenance and Repairs	0	0	25	0	23	0	25	0	210	0	210			
Other Expenses	2,467	2,225	3,667	2,225	12,013	2,225	13,681	2,225	47,368	22,254	25,114			
Allocation Expense	50,689	52,643	47,064	49,898	48,919	51,019	46,115	51,043	461,846	494,766	(32,919)			
Total Operating Expenses	165,758	136,540	138,539	130,196	185,469	135,265	168,900	133,085	1,473,366	1,314,519	158,847			
Excess of Operating Rev Over Exp	(44,724)	(30,548)	7,987	(19,755)	(60,366)	(20,584)	(28,959)	(9,004)	(445,347)	(372,240)	(73,107)			
Total Non-Operating Income	300	0	450	0	1,748	0	20,150	0	25,048	0	25,048			
Excess of Revenue Over Expenses	(44,424)	(30,548)	8,437	(19,755)	(58,618)	(20,584)	(8,809)	(9,004)	(420,300)	(372,240)	(48,060)			



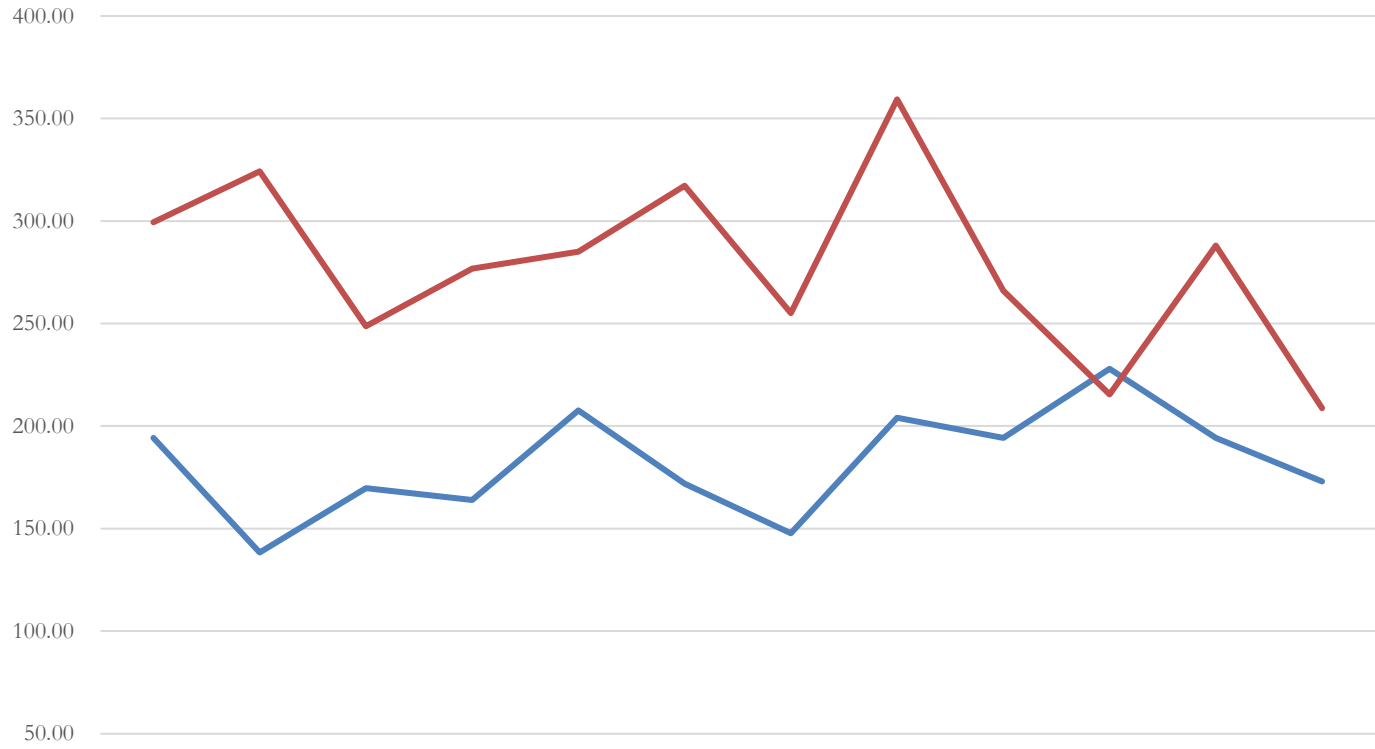
Southern Coos Hospital & Health Center

Summary Statements of Revenues, Expenses, and Changes in Net Position
For The Period Ending April, 2024

	Current Month - Apr-2024			Year To Date - Apr-2024		
	Hospital	Clinic Providers	Apr-2024	Hospital	Clinic Providers	Apr-2024
	Actual	Actual	Actual	Actual	Actual	Actual
Patient Revenue						
Inpatient	1,201,348	-	1,201,348	10,715,191	-	10,715,191
Outpatient	3,130,253	326,034	3,456,287	28,268,352	2,325,776	30,594,128
Total Patient Revenue	4,331,601	326,034	4,657,635	38,983,542	2,325,776	41,309,318
Deductions From Revenue						
Total Deductions	1,510,971	186,093	1,697,064	13,659,535	1,297,757	14,957,292
<i>Revenue Deductions %</i>	<i>34.9%</i>	<i>57.1%</i>	<i>36.4%</i>	<i>35.0%</i>	<i>55.8%</i>	<i>36.2%</i>
Net Patient Revenue	2,820,631	139,941	2,960,571	25,324,007	1,028,019	26,352,027
Other Operating Revenue	2,895	-	2,895	57,737	-	57,737
Total Operating Revenue	2,823,526	139,941	2,963,466	25,381,745	1,028,019	26,409,764
Operating Expenses						
Total Labor Expenses	1,536,511	107,124	1,643,634	16,077,424	943,042	17,020,466
Total Other Operating Expenses	1,240,306	61,776	1,302,082	9,569,701	530,324	10,100,025
Total Operating Expenses	2,776,816	168,900	2,945,716	25,647,125	1,473,366	27,120,491
Operating Income / (Loss)	46,709	(28,959)	17,750	(265,380)	(445,347)	(710,727)
Net Non-Operating Revenues	182,216	0	182,216	1,304,837	0	1,304,837
Change in Net Position	228,925	(28,959)	199,966	1,039,457	(445,347)	594,110
Collection Rate %	65.1%	42.9%	63.6%	65.0%	44.2%	63.8%
Compensation Ratio %	54.4%	76.5%	55.5%	63.3%	91.7%	64.4%
OP EBIDA Margin \$	150,916	(28,959)	121,957	761,092	(445,347)	315,745
OP EBIDA Margin %	5.3%	(20.7%)	4.1%	3.0%	(43.3%)	1.2%
Total Margin (%)	8.1%	(20.7%)	6.7%	4.1%	(43.3%)	2.2%



Net Revenue/Expense Per Clinic Visit - Clinic Combined



	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
Net Rev/Visit	194.29	138.34	169.66	163.99	207.69	171.87	147.77	204.04	194.28	227.88	194.26	172.98
Expenses/Visit	299.36	324.20	248.61	276.74	285.08	317.15	255.02	359.31	266.06	215.46	288.00	208.78



Surgical Services Income Summary

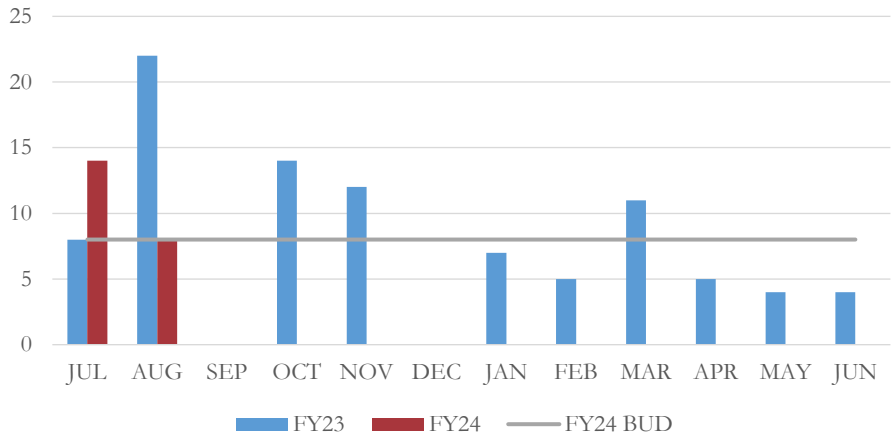
All Providers

For The Budget Year 2024

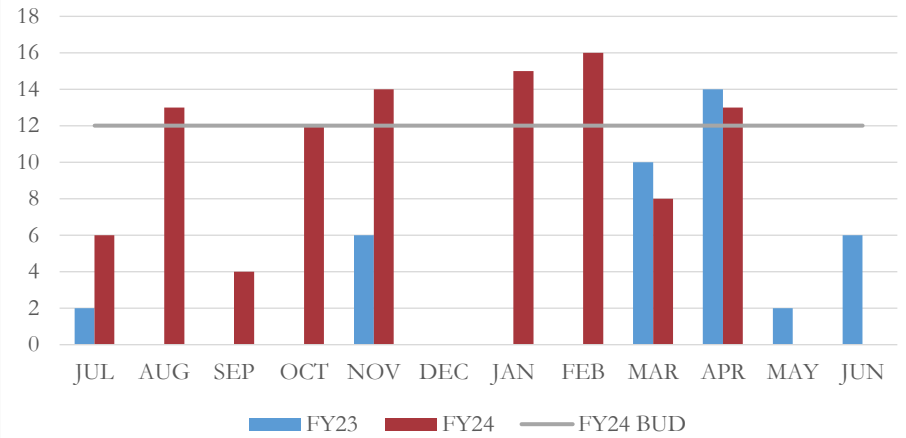
	ACT		BUD		ACT		BUD		ACT		BUD		Current Budget YTD	
	JAN	JAN	FEB	FEB	MAR	MAR	APR	APR	YTD	FY24 Budget	Variance			
Provider Productivity Metrics														
Productive Days	23	23	21	21	21	21	22	22	87	87	0			
Total Visits	16	29	17	29	40	29	51	29	195	290	(95)			
Visits/Day	0.7	1.3	0.8	1.4	1.9	1.4	2.3	1.3	2.2	3.3	(1.1)			
Gross Revenue/Visit	2,173.17	10,050.22	1,191.71	10,041.13	5,878.10	10,041.13	3,570.18	10,041.13	2,913.71	10,050.53	(7,136.82)			
Net Rev/Day	891.94	7,476.49	569.18	8,181.13	6,605.86	8,181.13	4,883.03	7,809.26	3,853.12	19,766.04	(15,912.91)			
Expense/Day	5,552.34	5,415.44	6,012.51	5,620.63	8,484.76	5,931.20	5,211.02	5,513.37	14,367.51	13,999.55	367.96			
Diff	(4,660.39)	2,061.05	(5,443.33)	2,560.50	(1,878.90)	2,249.93	(327.99)	2,295.88	(10,514.39)	5,766.49	(16,280.87)			
Patient Revenue														
Outpatient														
Total Patient Revenue	34,771	291,456	20,259	291,193	235,124	291,193	182,079	291,193	568,173	2,914,653	(2,346,480)			
Deductions From Revenue														
Total Deductions From Revenue (Note A)	14,256	119,497	8,306	119,389	96,401	119,389	74,652	119,389	232,951	1,195,008	(962,057)			
Net Patient Revenue	20,515	171,959	11,953	171,804	138,723	171,804	107,427	171,804	335,222	1,719,645	(1,384,423)			
Total Operating Revenue	20,515	171,959	11,953	171,804	138,723	171,804	107,427	171,804	335,222	1,719,645	(1,384,423)			
Operating Expenses														
Salaries & Wages	76,248	80,531	79,787	75,521	89,831	80,531	36,910	78,026	657,537	787,675	(130,138)			
Benefits	20,950	23,376	21,743	21,868	12,665	23,376	20,435	22,622	149,455	223,818	(74,362)			
Purchased Services	4,128	291	11,660	291	43,531	291	23,919	291	232,438	2,911	229,526			
Medical Supplies	8,535	12,946	1,952	12,942	12,990	12,946	10,169	12,944	46,423	129,452	(83,028)			
Other Supplies	8,503	4,558	5,696	4,558	3,649	4,558	11,691	4,558	78,242	45,584	32,658			
Maintenance and Repairs	8,313	2,269	4,837	2,269	2,869	2,269	11,418	2,269	62,649	22,692	39,957			
Other Expenses	1,027	583	588	583	12,645	583	100	583	23,229	5,829	17,400			
Total Operating Expenses	127,704	124,555	126,263	118,033	178,180	124,555	114,642	121,294	1,249,973	1,217,961	32,013			
Excess of Operating Rev Over Exp	(107,189)	47,404	(114,310)	53,770	(39,457)	47,248	(7,216)	50,509	(914,752)	501,684	(1,416,436)			
Total Non-Operating Income	0	0	0	0	0	0	0	0	0	0	0			
Excess of Revenue Over Expenses	(107,189)	47,404	(114,310)	53,770	(39,457)	47,248	(7,216)	50,509	(914,752)	501,684	(1,416,436)			
Additional SPD Expenses														
Architectural & Engineering Fees	3,150	0	8,623	0	19,444	0	16,347	0	47,564	75,000	(27,436)			
Construction	0	0	0	0	18,205	0	2,808	0	21,013	400,000	(378,987)			
Capital	0	0	0	0	167,111	0	0	0	167,111	150,000	17,111			
Liposuction Equipment	0	0	0	0	5,000	0	0	0	5,000	55,000	(50,000)			
Other Instrumentation & Equipment	0	0	0	0	0	0	12,272	0	12,272	150,000	(137,728)			
Total Project Expense	3,150	0	8,623	0	209,761	0	31,427	0	252,961	830,000	(577,039)			



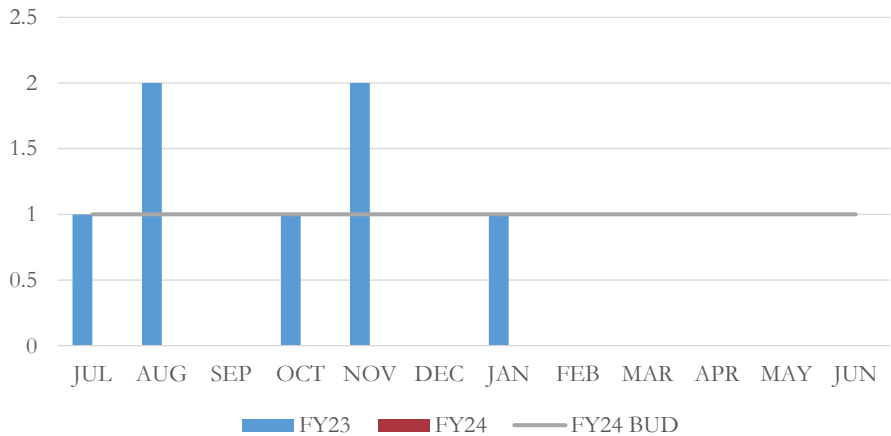
Endoscopies



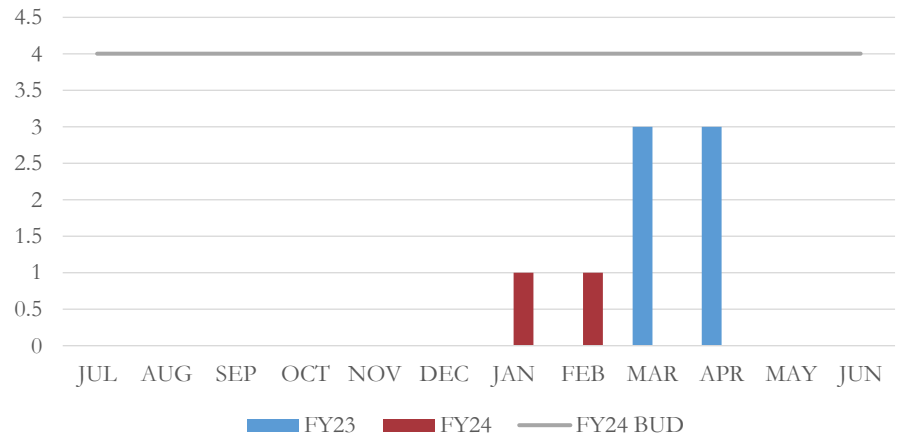
Pain Procedures



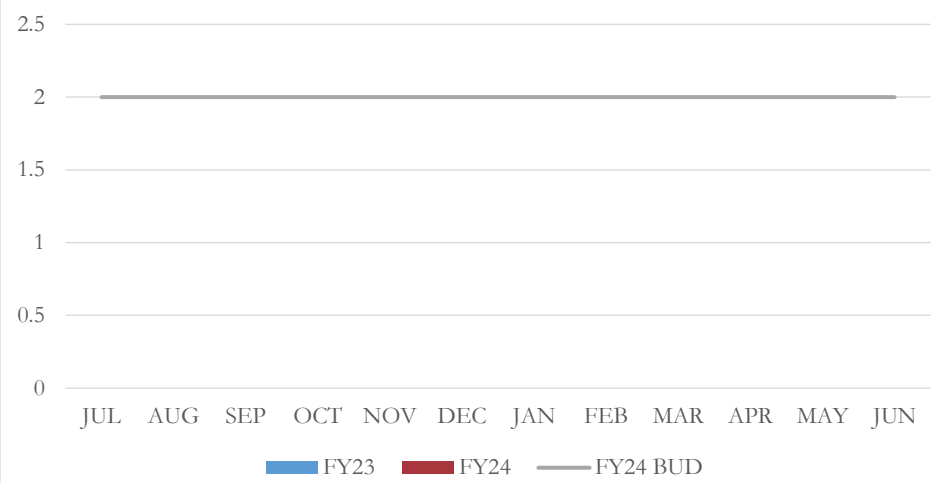
Cardioversions



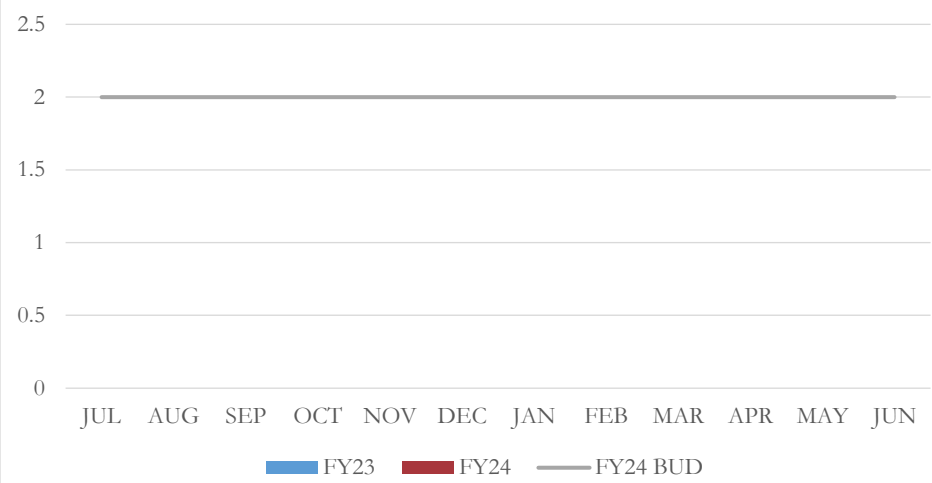
Fractures/Majors



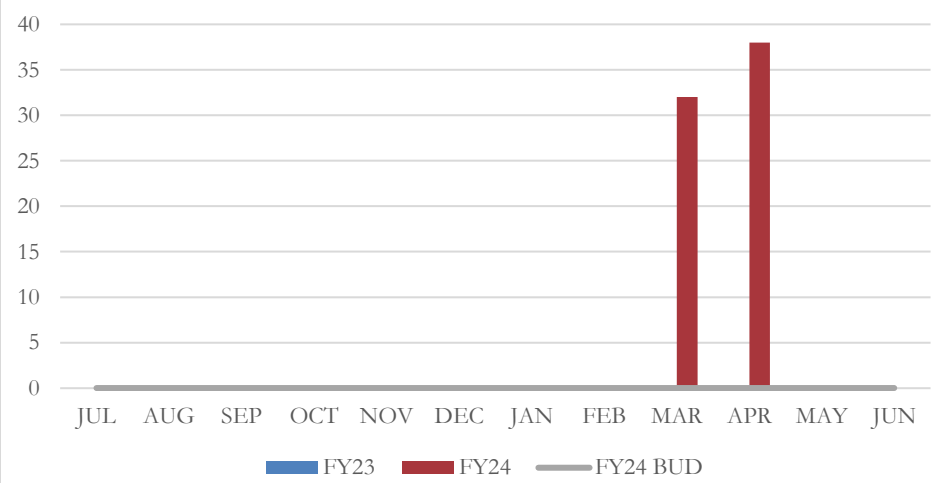
Total Joints



Arthroscopies



Hand/Plastics



ER Provider Income Summary

All Providers

For The Budget Year 2024

Current Budget YTD

	ACT JAN	BUD JAN	ACT FEB	BUD FEB	ACT MAR	BUD MAR	ACT APR	BUD APR	ACT YTD	FY24 Budget	Variance
Provider Productivity Metrics											
Productive Days	31	31	29	29	31	31	30	30	305	305	-
Total Visits	452	390	397	391	451	367	459	406	4494	4,479	15
Visits/Day	14.6	12.6	13.7	13.5	14.5	11.8	15.3	13.5	14.7	14.7	0.1
Operating Expenses											
Purchased Services	226,852	150,000	203,400	150,000	213,786	150,000	171,200	150,000	1,956,558	1,500,000	456,558
Other Expenses	5,883	-	5,708	-	1,119	-	190	-	32,851	-	32,851
Total Operating Expenses	232,735	150,000	209,109	150,000	214,905	150,000	171,390	150,000	1,989,409	1,500,000	489,409

