



Board of Directors Regular Meeting & Executive Session
August 22, 2024 6:00 p.m.
AGENDA

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

Executive Session Under 192.660(2)(c) to consider matters pertaining to the function of the medical staff of a public hospital licensed pursuant to ORS 441.015 Licensing of facilities and health maintenance organizations; under 192.660 (2)(e) to conduct deliberations with persons you have designated to negotiate real property transactions, and 162.660(2)(j) to carry on negotiations under ORS chapter 293 with private persons or businesses regarding proposed acquisition, exchange or liquidation of public investments. No decision will be made in Executive Session.

1. Review of Executive Session Minutes-07/25/24
2. Monthly Reports: Quality, Risk & Compliance, & Medical Staff Report
3. Discussion: Health District Real Estate Holdings

II. Regular Meeting Open Session Call to Order 6:30 p.m.

1. Agenda - Corrections or Additions(action)

III. Action from Executive Session

1. Motion to Approve Reports from Executive Session:.....(action)
 - a. Quality & Patient Safety, Risk & Compliance
 - b. Medical Staff Report

IV. Consent Agenda

1. Meeting Minutes
 - a. Regular Meeting–07/25/24 1
 - b. Executive Session–07/25/24 (*provided in Executive Session*)
2. Monthly Counsel Invoice – Robert S. Miller III Attorney – #1569..... 7
3. Policies for Approval: None

Motion to Approve Consent Agenda.....(action)

V. New Business

1. Oath of Office – Administered by Robert S. Miller, Attorney
2. Discussion of Board Communications and Action

VI. Old Business

1. Board Education Update..... 8

VII. Staff Reports-Discussion

1. CEO Report..... 9
2. Multi-Specialty Clinic Report 11
3. CNO Report 14
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5. CIO Report 19
6. SCHD Foundation Report 23
7. Strategic Plan.....(under separate cover)

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IX.	Monthly Financial Statements: Review & Discussion	
	1. Month End Summary	33
	2. Month End Statements for Period Ending July 31, 2024	35
X.	Open Discussion & Adjournment	

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

I. Executive Session Call to Order 6:00 p.m. Executive Session Under 192.660(2)(c) to consider matters pertaining to the function of the medical staff of a public hospital licensed pursuant to ORS 441.015 Licensing of facilities and health maintenance organizations; under 192.660 (2)(e) to conduct deliberations with persons you have designated to negotiate real property transactions, and 162.660(2)(j) to carry on negotiations under ORS chapter 293 with private persons or businesses regarding proposed acquisition, exchange or liquidation of public investments. No decisions were made in Executive Session.

II. Open Session Call to Order 6:39 p.m.

1. Roll Call – Quorum established; Mary Schamehorn, Secretary/Acting Chairperson; Thomas Bedell, Treasurer; Pamela Hansen, Norbert Johnson and Robert Pickel, Directors. **Administration:** Raymond Hino, CEO; Antone Eek, CFO; Scott McEachern, CIO. **Via Remote Link:** Cori Valet, CNO. **Others present:** Dawn Gray, Clinic Manager; Stacy Nelson, Human Resources Director; Alden Forrester, MD; Robert S. Miller, Counsel; Kim Russell, Executive Assistant. **Absent:** Philip Keizer, MD, Chief of Staff. **Press:** None.

Mr. Hino introduced Dr. Alden Forrester and Stacy Nelson, new HR Director, to the Board of Directors. Dr. Forrester will be joining Southern Coos Hospital as Chief Medical Officer in October. There were no corrections or changes to the agenda.

III. Action from Executive Session

- 1. Executive Session Minutes 6-27-24**
- 2. Reports from Executive Session:**
 - a. Quality & Patient Safety, Risk & Compliance**
 - b. Medical Staff Physician Credentialing & Privileging**

2-Year Privileges –New

Kathleen Edmunds, MD – Provisional - Emergency Medicine
Judith Fitzgibbons, NP – Provisional - Family Medicine

2-Year Privileges – Reappointments

Raphael El Youssef, MD – Courtesy - General Surgery
Sarah Roth, DO – Courtesy - Emergency Medicine

Direct Radiology After Hours Reading Radiology

Hannah Bae, MD – Courtesy – Resignation
Andrew Sellers, MD – Courtesy - Appointment

Medical Staff Status Change

Christine Mitchell, DO– Family Medicine - Resigned Privileges

Vincent Tyson, NP – Family Medicine - Resigned Privileges

Emergency Physicians Adding Pediatric Sedation Privileges

Annaleigh Boggess, MD

Robert Callahan, MD

Honora Considine Cortelyou, MD

Nathan Garton, MD

Daniel Horrell, DO

Bianca Jacobs, MD

Colette Khan, DO

Rodney Look, MD

Tami Marriott, MD

Christoffer Poulsen, MD

Charlotte Ransom, MD

S. Christian Smith, MD

Norbert Johnson **moved** to approve the Executive Session Minutes and Reports from Executive Session. Pam Hansen **seconded** the motion. **All in favor. Motion passed.**

3. Health District Real Estate Proposals

- a. Real estate acquisition in Bandon. A local property presently in use for health services has recently been listed. Acquisition could offset current office space challenges, with possible future clinical use.

Thomas Bedel **moved** to authorize Administration to proceed with offer on the property at 930 2nd Street, Bandon, Oregon. Robert Pickel **seconded** the motion. **All in favor. Motion passed.**

- b. Proposed health district property exchange and acquisition. The district owns numerous properties, thanks to generous donations from members of our community. Administration requested authorization to utilize these to offer in a fair market value exchange / acquisition proposal to support facility expansion on June Avenue.

Pam Hansen **moved** to authorize Administration to proceed with proposed property exchange and acquisition project for possible June Avenue expansion. Thomas Bedell **seconded** the motion. **All in favor. Motion passed.**

IV. Consent Agenda

1. Meeting Minutes Open Session

- a. Regular Meeting–06/27/24

2. Monthly Counsel Invoice – #1509

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

V. New Business

1. Election of Officers

Pam Hanson **moved** to nominate Thomas Bedell as Chairman. Robert Pickel **seconded** the motion. **All in favor. Motion passed.**

Pam Hanson **moved** to nominate Mary Schamehorn as Secretary. Thomas Bedell **seconded** the motion. **All in favor. Motion passed.**

Thomas Bedell **moved** to nominate Pam Hanson as Treasurer. Norbert Johnson **seconded** the motion. **All in favor. Motion passed.**

2. Consideration of FY 2025 Public Meeting Calendar

Thomas Bedell **moved** to accept the FY 2024-2025 as presented. Robert Pickel **seconded** the motion. **All in favor. Motion passed.**

3. Consideration of Outpatient Pharmacy Proposal

Antone Eek, Chief Financial Officer, provided a review of the proposal from Administration to create a new revenue-producing department. Construction bid received from an outside contractor. Cardinal Health is proposed to set-up the physical pharmacy that will be staffed and operated by Southern Coos, at this time anticipated to be located in the multi-specialty clinic. Mr. Hino provided a summary of the federal 340B drug (discount) program, noting Mr. Eek's extensive background and experience with 340B as Director of Pharmacy Services at OHSU. A conservative, very positive financial model was reviewed with room to grow. Coast Community Health Center is supportive as their pharmacy is at capacity. Rite Aid has experienced some instability which impacts our patients. No special electronic medical record interface will be required. Mr. Eek and Mr. McEachern reviewed the electronic process and Carelink description. With the new EMR provider, access to patient prescription information will be improved. The new retail outpatient pharmacy is anticipated to be implemented by end of calendar year 2024 or first of 2025. Staffing details are still in process, but we anticipate 1 new hire and 10-hour shifts to support retail pharmacy hours. A more competitive wage is available with 340B pricing program. Any patient in our system has access to 340B pricing.

Thomas Bedell **moved** to proceed with the Outpatient Pharmacy setup as proposed. Norbert Johnson **seconded** the motion. **All in favor. Motion passed.**

VI. Old Business

1. Board Education Update

Mr. Hino provided an update on the board education progress as approved at the

June meeting. The contract with GovernWell has been signed and initial payment made to initiate the program. The assessment template has been received and may be customized. Once finalized, the board assessment process is estimated to be approximately 4-6 weeks.

VII. Staff Reports

1. CEO Report

New HR Director: Mr. Hino took this opportunity to introduce and welcome Stacy Nelson, our new Director of Human Resources. **New Foundation Director Search:** The search is in progress for a new Southern Coos Health Foundation Executive Director, to include incentivized compensation plan we hope will generate additional candidates. **Coast Community Health Center (CCHC) Collaboration:** CCHC has been presented with a boilerplate services agreement with specific service components to include Information Systems and Revenue Cycle support. We have a preliminary meeting on July 29. Southern Coos is helping support the CCHC Health Fair on August 7 in honor of National Health Center Week. A special board meeting will be called in August for both boards to meeting for further discussion. This collaboration will be financially beneficial to both parties. **Global internet services outages:** Fortunately, Southern Coos did not experience any issues other than some staff having initial concerns regarding direct deposits to their respective banks; our deposits were completed without issue. **Discussion:** The Trauma Center initiative is included in the new strategic plan to be presented in August.

2. Clinic Report

Dawn Gray, Clinic Manager, thanked the Board for their support personally and professionally, as well as staff, Kassandra Keller, Cassandra Estep, and Chelsea Freitag for their support while Dawn was out of office, expressing pride to be a part of such a great community and organization. In the month of June, the clinic exceeded budgeted patient numbers by 177. New to us, tenured, FNP Judith Fitzgibbons has joined the staff as a locums provider whom we hope will join the team as a full time clinic provider. Chronic Care Management has added 11 patients for a total of 41 enrolled; as the program ramps up, resources will be added. We were pleased to have Dr. Hank Holmes seeing Dr. Wong's patients while Dr. Wong was out of office in June. Dr. Holmes will stay on with Southern Coos as a local locums provider resource.

3. CNO Report

Cori Valet presented the CNO report for the month of June. **Nursing:** Ms. Valet noted that 2 of 4 contract RN contracts will conclude in July. **Laboratory:** We are pleased to report that the lab passed the COLA accreditation with a 95% compliance rate and some deficiencies addressed, thanks to a great job by Cindy Kessler, Manager, and her team. **Operating Room:** Downtime in August for the sterile processing upgrade project is coordinated with scheduled surgeon vacation time. **Emergency Department:** In June, the Emergency Department saw the highest volume of patients in the history of the hospital, averaging 16 per day, and one day a

total of 37.

4. CFO Report

Antone Eek, CFO, reviewed departmental activities for the month of June. The initial annual audit visit is complete. Current Year End numbers are not final. The full audit will take roughly one month and is now conducted with audit team working remotely. The final audit will likely be presented to the Board of Directors in December. Data gathering is in process for the Medicare Cost Report. Work continues on the new electronic health record implementation including General Ledger and Cost Center hand-offs to the Epic team. Materials Management year end inventory went well. Trubridge (CPSI) financial services are coming back to in-house processing.

5. CIO Report

Mr. McEachern reviewed data provided in the report including Cybersecurity tracking statistics of Email Volume vs. Rejected Email, Rejected Email by Type of Rejection, as well as Help Desk statistics.

6. SCHD Foundation Report

Scott McEachern, Foundation Director, provided an update on Foundation activities for the month. So far, \$64,000 of the \$100,000 goal has been raised for the September 2024 Golf for Health Classic to be held at Bandon Crossings. The Bottle Drop program raised \$1,500 in FY24. We have increased the goal for FY25 to \$3,000. The Quarterly Art show, "Garden Party" sold 36 pieces with \$534 raised for the Foundation and so far, the "Best Friends" show has already sold 11 pieces in the first week.

VIII. Monthly EHR/ERP Implementation Dashboard

Scott McEachern, CIO, reviewed the Electronic Health Record and Enterprise Resource Planning platform implementation project dashboard including the milestone timeline showing we are on schedule. Curry Health Network will go live on Epic in November and Mr. McEachern will be in attendance. Workflow analysis continues by department, data extraction and archival continues with some difficulties not unexpected. Trubridge has announced an update to the system that may help improve these issues.

IX. Monthly Financial Statements Review & Discussion

Antone Eek, CFO, reviewed financial statements for the month of June, noting that the clinic, surgery, ER and Lab numbers were above budget. Revenue deductions year to date are under budget (good), and cash is in good position. The net position at end of FY24 closed at \$488,000 projected, and is poised to be in better position with final audit. Mr. Eek explained Medicare Advantage payments. Covid relief funds were repaid with retained funds in investment portfolio. Days Cash on Hand closed at 131.6 (above benchmark of 80) and Days in A/R (Accounts Receivable) were

47.4 (with benchmark at 50), which is very good but we are striving to do better.

X. Open Discussion and Adjournment

None.

Meeting adjourned at 7:42 p.m.

Thomas Bedell, Chairman 08-22-2024

Mary Schamehorn, Secretary 08-22-2024

INVOICE

**Robert S. Miller III Attorney
(CY2022+)**
1010 First Street SE, Suite 210
Bandon, OR 97411

robertstevensmilleriii@gmail.com
+1 (541) 347-6075

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.: 1569
Terms: Net 30
Invoice date: 08/15/2024
Due date: 09/14/2024

#	Date	Product or service	Description	Qty	Rate	Amount
1.	06/13/2024	Attorney (CY2024+)	Strategic Planning, Open Meeting	3	\$275.00	\$825.00
2.	05/23/2024	Attorney (CY2024+)	Executive Session & Board Meeting	3	\$275.00	\$825.00


Total **\$1,650.00**

Ways to pay



Pay invoice

Board Education – Next Steps

DATE: August 16, 2024
 TO: Board of Directors
 FROM: Raymond T. Hino, CEO 
 SUBJECT: Board Education Program Next Steps

Here is an update on where we are with our Board Education Program.

<u>Deliverables</u>	<u>Activation Date</u>	<u>Status</u>
1. Selection of governWell as our Board Education Program.	May 23, 2024	Contract signed
2. Decision to move forward on Board Self-Assessment	June 21, 2024	Completed
3. Board Self-Assessment Template sent to Board of Directors	August 7, 2024	Completed
4. Revised Self-Assessment Template sent to Board of Directors	August 9, 2024	Completed
5. governWell notified that we will use revised Self-Assessment	August 16, 2024	Completed
6. governWell to send Self-Assessment to Board of Directors	August 26, 2024	Scheduled
7. Board members to complete Self-Assessment & return	September 9, 2024	Estimated
8. Report back to Board of Directors of Self-Assessment results	September 26, 2024	Scheduled

Additional Information:

Southern Coos Hospital Board members now have access to governWell’s *Essentials for Governance Excellence* portal. A one-year subscription is included in the price with our Board Self-Assessment.

Here is the username and password to access the site:

URL: governwellhc.net

Username: SCHHC

Password: Board123

Chief Executive Officer Report

To: Southern Coos Health District Board of Directors
From: Raymond T. Hino, MPA, FACHE, CEO
Re: CEO Report for SCHD Board of Directors, August 22, 2024

Management Changes:

- **Chief Medical Officer** – As reported last month, we have hired a Chief Medical Officer, who will also serve as a 4th hospitalist for us at SCHHC. His name is Alden Forrester and he will start on October 1. I am very pleased that Dr. Forrester is engaging with our facility, as he is able during this time when he is completing his work schedule at his current hospital. For example, he has agreed to be on the medical staff Epic implementation team calls for the next 2 months.
- **Foundation Executive Director** – The Southern Coos Health Foundation has created a 4-member Committee to assist with the recruitment of a new Executive Director for the Foundation. The members of the committee are: Joseph Bain, Pam Hansen, Becky Armistead and Scott McEachern. The 5 of us, including me, plan to interview the first 2 candidates for this position before the end of this month. In the meantime, we are continuing to recruit for this position and to accept additional applications. If any of our Board members know of an experienced Fundraising Executive, please let me know. This position reports directly to the CEO.

Clinic Providers:

- We have 3 full time physician/FNP providers in our clinic at this time. They are Dr. Preslar, Dr. Wong and Judith Fitzgibbons, FNP. Judith is currently a temporary FNP, who may convert to an employee FNP before the end of this calendar year. We are currently searching for an additional, full-time physician to serve as both the Medical Director and an additional provider in our clinic, because we still have more demand for providers than we have scheduled providers in the clinic.

Surgery:

- As was reported last month, we are scheduled to begin construction on the surgery department/sterile processing department (SPD) on Monday, August 19. The construction project will coincide with a scheduled vacation for Dr. Sharon Monsivais to Europe. So these are weeks when we would not have been doing surgery anyway. The schedule has the project being completed on Monday, September 18. So far, we are on schedule. There is a chance that the project will be completed a week early on September 9. That would be ideal since Dr. Monsivais will be back on September 9 and it would be ideal to resume surgery cases that week.

DNV Survey:

- Our survey window for this year's DNV survey opened on Thursday, August 1. Last year, the survey team arrived on August 1. This year, in comparison, they have not arrived as of today's date (August 16). Our survey readiness is being led by New Quality Director, Amanda Bemetz, who has prior experience in preparing for Joint Commission surveys, while at Bay Area Hospital. Amanda and new Quality RN, Rachel Maddux, have been working very closely with our departments to prepare for this year's survey. I am very pleased with the work that they are doing. Our survey window extends to the middle of October. We continue to expect DNV to show up any day, and this year it will be a 3-day survey, which is longer than our past 2 surveys that were both 2-day surveys.

Coast Community Health Center:

- We are planning on meeting in a Joint Session with the Board of Directors for Coast Community Health Center on Tuesday, August 27, beginning at 6:00 p.m. in an Open Public Meeting. Due to the size of attendees we have reserved the Sprague Room at the Bandon Public Library for this meeting. It offers the best opportunity for media presentations and is a great room for public access. The Coast Community Health Center Board has agreed to meet on August 27 at 6:00 p.m.

Western University Osteopathic Medical School Family Physician Residency Program

- I have now attended 2 meetings to represent Southern Coos Hospital & Health Center in a discussion regarding the opportunity to create a Family Physician Residency Program here in Coos County and the Southern Oregon Coast. The meetings have included representatives from all 3 hospitals in Coos County and also North Bend Medical Center, Waterfall Clinic, Bay Clinic, and Coast Community Health Center. We are also inviting the hospitals in Reedsport and Gold Beach to be a part of the Consortium. The last meeting was on August 14 at Advanced Health in Coos Bay, and included 3 representatives of Western University Medical School. Western University Medical School is 1 of the largest medical schools in the Country and has 2 campuses. Their original campus is located in Pomona, California (coincidentally, my hometown). They also have a 2nd campus in Lebanon, Oregon. This is an exciting preliminary plan, which could result in an osteopathic physician training program for young physicians. Training programs, like this, are the best way to recruit young physicians. We are anticipating that funding for the residency program would come through the Centers for Medicare & Medicaid Services and from Western University Medical School themselves. According to the University officials, the realistic start date for a new residency program is July 1, 2027. Our next meeting is scheduled for September 15.

Southern Coos Hospital & Health Center 25th Year Celebration

- I am happy to report that the plans for our 25th Anniversary Celebration, to be held on Sunday, August 8, 2024 at Southern Coos Hospital & Health Center are going extremely well. We are planning to put up a tent in our parking lot with seating for approximately 75 people. We will start with speeches and presentations, including a presentation by Mary Schamehorn on the story of the opening of the new hospital in 1999. I am hoping that our current Board members, and past Board members too, will come to the event on September 8 to be recognized and thanked for your service to the Southern Oregon coast. We have invited current and former employees that were here in 1999, or shortly thereafter to also be recognized. We will move from the tent to a gathering inside the hospital with tours, refreshments and a special art show.

Multi-Specialty Clinic Report

To: Southern Coos Health District Board of Directors and Southern Coos Management
From: Dawn Gray, Clinic Manager
Re: Multi-Specialty Clinic Report for SCHD Board of Directors Meeting – August 22, 2024

Provider News

Clinic productivity increased in July, with 62 more patient encounters compared to the previous month. Judy Fitzgibbons has successfully raised the number of patients seen daily to 8-10, allowing us to begin addressing the backlog of patients who haven't been seen since Debra Guzman's departure.

A review of the Clinic Income Statement reveals that our loss is \$41,593 better than budgeted. We are working closely with Coding Concepts to ensure we accurately capture and bill for all services provided to our patients.

July 2024 Clinic Stats										
	Days in Clinic	Patients			Total	Average	No Show	Cancelation	Total	Total
Provider	Clinic	Scheduled	CXL'D	No Show	Seen	Seen	Rate	Rate	Telehealth	New Pts
Bonnie Wong, DO	11	132	17	6	109	9.9	5%	13%	4	8
Judith Fitzgibbons, FNP	13	74	8	4	62	4.8	5%	11%	0	10
Hank Holmes, MD	1	8	1	0	7	7.0	0%	13%	1	0
Noel Pense, DO	1	11	0	0	11	11.0	0%	0%	0	0
Olixn Adams, DO	1	13	3	0	10	10.0	0%	23%	1	0
Paul Preslar, DO	12	178	25	8	145	12.1	4%	14%	0	30
Shane Matsui, LCSW	20	97	14	5	78	3.9	5%	14%	9	0
Victoria Schmelzer, CRNA	7	74	23	0	51	7.3	0%	31%	1	0
Sharon Monsivais, MD	10	203	27	8	168	16.8	4%	13%	0	0
Outpatient Services	21	248	15	2	231	11.0	1%	6%	0	0
Totals	97	1038	133	33	872	9.0	3%	13%	16	48
Total telehealth	16				641	Clinic Registrations				

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

- Dr. Webster, ENT/Dermatology, was in clinic one day and saw 16 patients.

Clinic Report

- On August 16th, we were thrilled to offer free sports physicals to students from area schools. The event took place at Bandon High School Gym from 10:00 am to 3:00 pm, and we were delighted by the strong turnout, with nearly 40 students attending. Our dedicated providers, Dr. Preslar and Dr. Holmes, were supported by an outstanding team including Liz Deters, Chi Carson, Cassandra Estep, and myself. In addition to the physicals, we collected donations for the local food bank, furthering our commitment to support the community. It was a rewarding experience to serve our local students and contribute to their health and well-being. We always cherish the opportunity to give back to the community that supports us.
- Our Chronic Care Management (CCM) program is continually expanding. We have been collaborating closely with Coding Concepts to ensure accurate coding and billing for all eligible patients receiving CCM services. July statistics:
 - 5 eligible patients added for a total of 46 patients served

- o \$3,767.23 billable services provided for a total of \$13,795.76 since April 2024.

- The No-Show rate for July is 3%.
- Despite the eCQM (electronic Clinical Quality Measures) report remaining unchanged due to limitations of our current EHR (Electronic Health Record), I am still obligated to share the performance report with staff, including the Board of Directors, as mandated by the PCPCH (Patient Centered Primary Care Home). I am enthusiastic about the enhanced quality reporting we will be able to produce once we transition to EPIC.

Southern Coos Multi-Specialty Clinic eCQM Performance Report for 2024						
Measure	Q1 2023	Q2 2023	Q3 2023	Q4 2023	As of 8/16/2024	Goals*
CARE-2: Screening for Future Fall Risk	4.5%	4.5%			4.5%	TBD
DM-2: Diabetes HbA1c Poor Control (>9.0%)	28.0%	26.9%			26.9%	23%
HTN-2: Controlling High Blood Pressure	50.2%	57.4%			57.4%	67%
MH-1: Depression Remission at 12 months**	-	-			-	TBD
PREV-5: Breast Cancer Screening	35.4%	38.8%			38.8%	64%
PREV-6: Colorectal Cancer Screening	4.1%	4.6%			4.6%	62%
PREV-7: Influenza Immunization	29.7%	29.7%			29.7%	46%
PREV-10: Tobacco Use Screening & Cessation	87.1%	93.8%			93.8%	82%
PREV-12: Depression Screening and Follow-Up Plan	0.0%	0.0%			0.0%	63%
PREV-13: Statin Therapy for Prevention & Treatment of CVD**	-	-			-	TBD
*Goals set according to PCPCH Benchmarks						
**Required for reporting but excluded from scoring due to lack of current benchmark						
Green represents goal achieved						
Yellow represents ≤ 5 of goal						
Red represents > 5 under goal						

- We have seen an increase across all categories except Easy to Get Appointment. As Judy Fitzgibbons ramps up, we expect to see an improvement in patient access to care.

July 2024 Results	Asked about medications		Care provider courtesy and respect		Care providers explain things		Care providers listened		Easy to get appt		Felt safe and secure		Human Understanding		NPS: Facility would recommend		Providers knew medical history	
	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size	Score	n-size
Preslar, Paul (1437141793)	100	19	100	24	91.7	24	91.7	24	62.5	24	95.8	24	87.5	24	95.8	24	62.5	24
Monsivais, Sharon (1023455490)	86.7	15	94.4	18	94.4	18	94.4	18	83.3	18	94.4	18	88.9	18	83.3	18	72.2	18
Wong, Bonnie (1437404415)	100	13	100	13	100	13	100	13	23.1	13	92.3	13	92.3	13	92.3	13	92.3	13
Fitzgibbons, Judith (1932284197)	100	9	100	11	81.8	11	90.9	11	63.6	11	100	11	81.8	11	72.7	11	27.3	11
Holmes, Henry (1346277027)	100	2	100	2	100	2	100	2	100	2	100	2	100	2	100	2	50	2
Schmelzer, Victoria (1417312893)	50	2	100	2	100	2	100	2	50	2	100	2	100	2	100	2	100	2
Pense, Noel (1790118636)	100	1	100	1	100	1	100	1	100	1	100	1	100	1	100	1	100	1
Grand Total	95.1	61	98.6	71	93	71	94.4	71	62	71	95.8	71	88.7	71	88.7	71	66.2	71

Clinic Provider Income Summary

All Providers

For The Budget Year 2025

Current Budget YTD

	ACT JUL	BUD JUL	ACT YTD	FY25 Budget	Variance
Provider Productivity Metrics					
Clinic Days	76	89	76	89	(13)
Total Visits	641	776	641	776	(135)
Visits/Day	8.4	8.7	8.4	8.7	(0.3)
Total RVU	1,248	1,773	1,248	1,773	(525)
RVU/Visit	1.95	2.29	1.95	2.29	(0.34)
RVU/Clinic Day	16.42	19.92	16.42	19.92	(3.50)
Gross Revenue/Visit	342	399	342	399	(57)
Gross Revenue/RVU	176	175	176	175	1
Net Rev/RVU	77	77	77	77	(1)
Expense/RVU	136	142	136	142	(6)
Diff	(59)	(64)	(59)	(64)	5
Net Rev/Day	1,258	1,540	1,258	1,540	(282)
Expense/Day	2,226	2,821	2,226	2,821	(595)
Diff	(968)	(1,280)	(968)	(1,280)	313
Patient Revenue					
Outpatient					
Total Patient Revenue	219,184	309,620	219,184	309,620	(90,435)
Deductions From Revenue					
Total Deductions From Revenue (M)	123,571	172,528	123,571	172,528	(48,957)
Net Patient Revenue					
	95,613	137,092	95,613	137,092	(41,479)
Total Operating Revenue					
	95,613	137,092	95,613	137,092	(41,479)
Operating Expenses					
Salaries & Wages	104,563	153,914	104,563	153,914	(49,351)
Benefits	12,145	13,799	12,145	13,799	(1,655)
Purchased Services	0	0	0	0	0
Medical Supplies	1,089	875	1,089	875	214
Other Supplies	78	610	78	610	(532)
Maintenance and Repairs	0	21	0	21	(21)
Other Expenses	4,783	3,292	4,783	3,292	1,492
Allocation Expense	46,496	78,522	46,496	78,522	(32,026)
Total Operating Expenses	169,153	251,033	169,153	251,033	(81,880)
Excess of Operating Rev Ov					
	(73,539)	(113,940)	(73,539)	(113,940)	40,401
Total Non-Operating Income					
	1,585	394	1,585	394	1,191
Excess of Revenue Over Exp					
	(71,954)	(113,547)	(71,954)	(113,547)	41,593

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

Chief Nursing Officer Report

To: Southern Coos Health District Board of Directors and Southern Coos Management
From: Cori Valet, RN, BSN, Chief Nursing Officer
Re: CNO Report for SCHD Board of Directors Meeting – August 22, 2024

Clinical Department Staffing - July 2024

	FTE			Current Month Contract			Total		
	Actual	Budget	Diff	Actual	Budget	Diff	Actual	Budget	Diff
Med Surg	29.34	31.43	-2.09	1.28	0.90	0.37	30.61	32.33	-1.71
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
CNA I	2.91	4.50	-1.59	-	-	0.00	2.91	4.50	-1.59
CNA II	5.36	4.49	0.87	-	-	0.00	5.36	4.49	0.87
Patient Activities Coordinator	-	-	0.00	-	-	0.00	-	-	0.00
Health Screener	-	-	0.00	-	-	0.00	-	-	0.00
Charge Nurse	3.72	3.85	-0.13	-	-	0.00	3.72	3.85	-0.13
RN	12.54	13.30	-0.76	1.28	0.90	0.37	13.82	14.20	-0.38
LPN	1.98	2.45	-0.46	-	-	0.00	1.98	2.45	-0.46
Telemetry Tech	1.84	1.85	-0.01	-	-	0.00	1.84	1.85	-0.01
Swing Bed	1.97	1.97	0.00	-	-	0.00	1.97	1.97	0.00
Case Manager	0.97	0.97	0.00	-	-	0.00	0.97	0.97	0.00
Patient Activities Coordinator	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
LPN	-	-	0.00	-	-	0.00	-	-	0.00
Emergency Room	12.58	14.16	-1.58	1.74	0.90	0.84	14.32	15.07	-0.74
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
CNA II	1.05	1.35	-0.30	-	-	0.00	1.05	1.35	-0.30
LPN	3.68	3.37	0.31	-	-	0.00	3.68	3.37	0.31
RN	6.85	8.44	-1.59	1.74	0.90	0.84	8.59	9.34	-0.75
Surgical Services	4.05	8.00	-3.95	2.67	0.77	1.91	6.73	8.77	-2.04
Director	-	-	0.00	-	-	0.00	-	-	0.00
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Surgical Nurse	1.09	3.50	-2.41	2.67	0.77	1.91	3.76	4.27	-0.51
Circulator	-	1.00	-1.00	-	-	0.00	-	1.00	-1.00
Sterile Processing Tech	-	1.00	-1.00	-	-	0.00	-	1.00	-1.00
Surgical Tech	1.97	1.50	0.47	-	-	0.00	1.97	1.50	0.47
Radiology	4.21	6.94	-2.72	2.82	1.63	1.20	7.04	8.56	-1.53
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Coordinator	0.75	0.76	-0.01	-	-	0.00	0.75	0.76	-0.01
Medical Imaging Admin	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Rad Tech IV	0.16	0.37	-0.22	2.82	1.63	1.20	2.98	2.00	0.98
Ct/Rad Tech Reg	1.30	3.80	-2.50	-	-	0.00	1.30	3.80	-2.50
Ultrasound	2.42	2.01	0.41	-	-	0.00	2.42	2.01	0.41
Ultrasound Tech III	1.38	0.94	0.44	-	-	0.00	1.38	0.94	0.44
Ultrasound Tech II	0.88	0.70	0.19	-	-	0.00	0.88	0.70	0.19
Ultrasound Tech IV	0.16	0.37	-0.22	-	-	0.00	0.16	0.37	-0.22
Mammography	-	0.36	-0.36	-	-	0.00	-	0.36	-0.36
Mammo Tech	-	0.36	-0.36	-	-	0.00	-	0.36	-0.36
Rad Tech IV	-	-	0.00	-	-	0.00	-	-	0.00
Cat Scan	1.95	2.32	-0.38	-	-	0.00	1.95	2.32	-0.38
Rad Tech II	1.95	1.38	0.57	-	-	0.00	1.95	1.38	0.57
Ct/Rad Tech Reg	-	0.95	-0.95	-	-	0.00	-	0.95	-0.95
MRI	1.10	1.00	0.10	-	-	0.00	1.10	1.00	0.10
Rad Tech IV	1.10	1.00	0.10	-	-	0.00	1.10	1.00	0.10
Lab	9.39	11.29	-1.90	1.12	0.98	0.14	10.51	12.27	-1.76
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Assistant I	2.55	0.24	2.32	-	-	0.00	2.55	0.24	2.32
Assistant II	1.46	3.79	-2.32	-	-	0.00	1.46	3.79	-2.32
Assistant III	1.00	1.04	-0.04	-	-	0.00	1.00	1.04	-0.04
CNA II	-	0.49	-0.49	-	-	0.00	-	0.49	-0.49
Medical Lab Tech Lead	-	0.45	-0.45	-	-	0.00	-	0.45	-0.45
Medical Lab Scientist	0.35	1.29	-0.94	-	-	0.00	0.35	1.29	-0.94
Medical Lab Tech	3.03	3.00	0.03	1.12	0.98	0.14	4.14	3.98	0.17
Pharmacy	2.04	2.91	-0.88	-	-	0.00	2.04	2.91	-0.88
Pharmacy Director	0.70	0.63	0.08	-	-	0.00	0.70	0.63	0.08
RN	1.34	1.29	0.05	-	-	0.00	1.34	1.29	0.05
Pharmacy Tech	-	1.00	-1.00	-	-	0.00	-	1.00	-1.00
Respiratory	6.53	6.23	0.30	0.95	-	0.95	7.48	6.23	1.25
Manager	1.00	1.00	0.00	-	-	0.00	1.00	1.00	0.00
Respiratory Therapist	5.53	5.23	0.30	0.95	-	0.95	6.48	5.23	1.25
Total Difference	75.59	88.63	-13.04	10.58	5.18	5.40	86.17	93.80	-7.64
% of FTE			88%			12%			

- **Medical-Surgical Department –**
 - Two full-time nurse positions vacant.
 - Two full-time RNs out on vacation.
 - Two contract RNs utilized.
- **Emergency Department –**
 - The last full-time RN vacancy has been filled!
 - One full-time LPN float position vacant (float between MS and ED).
 - Two contract RNs utilized.
- **Surgical Services –**
 - Two full-time RN positions vacant.
 - The sterile processor position has been filled! Our previous sterile processor has returned to SCHHC!
 - Two contract RNs utilized and one contract sterile processor
- **Medical Imaging –**
 - One full-time CT/XR Technologist vacancy.
 - One full-time MRI Technologist position vacant.
 - Three contract Radiology Technologists utilized.
- **Laboratory –**
 - Two full time Medical Lab Technologist/Scientist positions vacant.
 - Two contract Medical Lab Technologist utilized.
- **Pharmacy –**
 - Fully staffed.
- **Respiratory Therapy –**
 - One RT out on leave.
 - One contract RT utilized.

Surgical Services –

Operating room and sterile processing down-time for construction August 19- September 6, 2024

Nursing Skills Day –

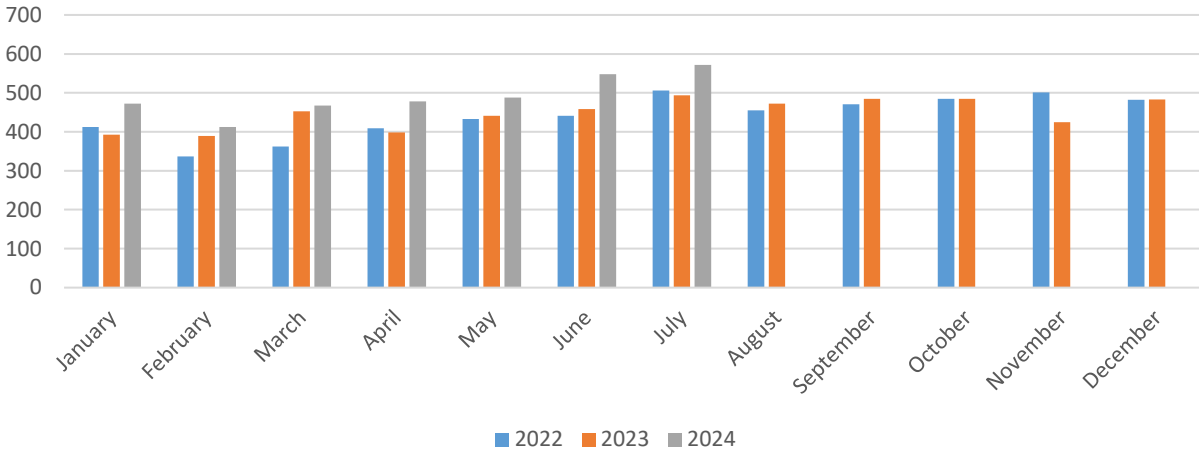
August 5 & 8, 2024 Nursing Skills Day was held at the Bandon Community Center. This event was organized and lead by SCHHC RN Clinical Educator Arianne Booth. Training was provided by multiple passionate SCHHC employees as well as two community partners, Waterfall Community Health Center and Pacific Home Health and Hospice. De-escalation and crisis training was provided by Waterfall Community Health Center. End of life care training was provided by Pacific Home Health and Hospice. EPIC transition information provided by Anna Peters, SCHHC Clinical Informatics.

Clinical skill stations

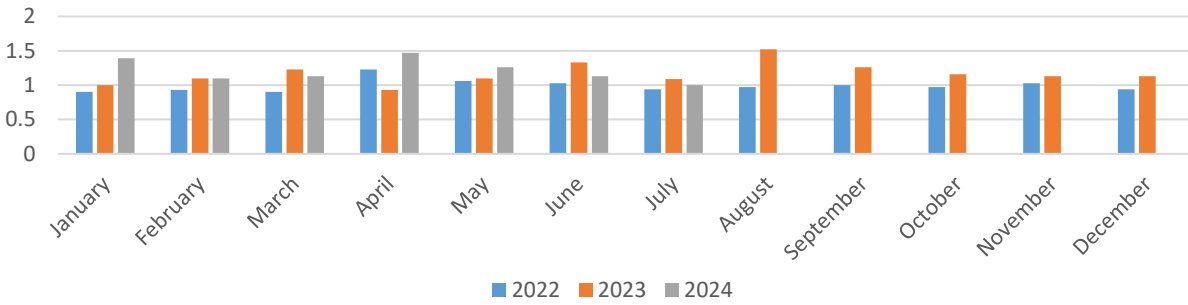
- | | |
|----------------------------------|---------------------------------|
| • Fall Prevention and Management | • Chest tube management |
| • CPAP and Bi-PAP use and care | • IV access, maintenance & care |
| • Infection Control | • Phlebotomy tips |
| • Intraosseous Drill | • N-95 fit testing |

Emergency Department Statistics

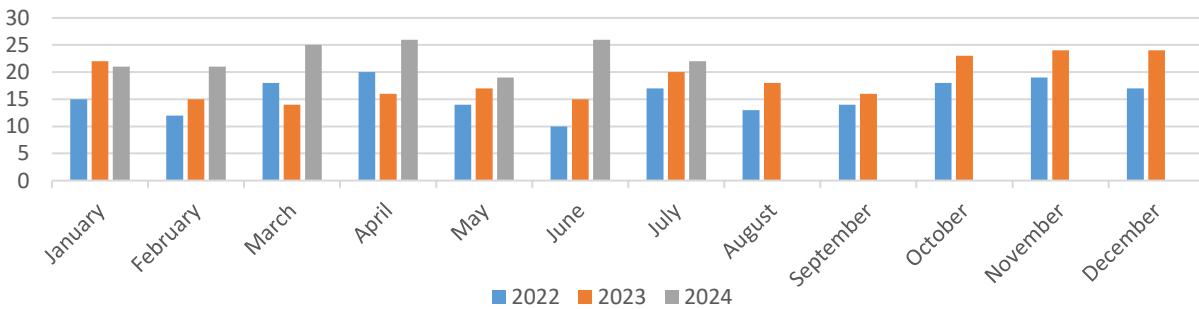
ED Census Tracking 2021-2023



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 – Aug 2024

July 2024 Department Achievements/Activities

Accounting and Finance Update:

- FY 24 - Closed
- Sage Intacct – On Schedule
- FY 25 Budget – Balanced
- Annual Financial Audit (Moss Adams) – On Schedule
- Preparation for Cost Report – Next Month
- Partnering with HR on Employee Benefits Package

Engineering / EVS Update:

- SPD – Moving forward, Contractors onsite
- Parking lot
 - Planters to be completed in the next two weeks
 - Surfacing to be completed within 3-4 weeks.

Materials Management / Supply Chain Update:

- Ordered and received the bulk of the remaining large volume of items for EPIC conversion. Using multiple vendors delivering best value for SCH.
- Support Information Technology writing POs for licensing renewals and Engineering POs for facility services.
- Buyers working closely with departments to better identify par levels, reduce inventory loss due to out dating, and reduce redundant items in inventory.
- Coordinate with Southern Coos Hospital Foundation taking over their procurement and help sourcing items.
- Continue working toward procurement for all of SCH.
- Complete Masimo agreement for pulse oximeters in RT getting SCH free equipment (net value = \$8,675.00) and getting a reduction in disposable sensor supply costs.
- Introduce Foundation contact to a new sponsor for GFHC and other Foundation events.
- Collaborate with HIM providing staff to help scanning

Revenue Cycle Update:

- **Billing / Reimbursement**
 - Negotiations with TB to bring Posting back in-house to SCHHC
- **Health Information Management (HIM)**
 - Backlog Catchup - 35% from Completion
- **Coding**
 - Coding Performance –
 - Performance Increased and Error rate has decreased
 - Additional coding opportunities identified

Other Items:

- Pharmacy
 - OP Retail Pharmacy
 - Initial Contractor Bid – Completed
 - Second Contractor Bid - Waiting
 - Cardinal Planning Meeting kickoff: 8/27/24
 - 340B Technician JD Posted

Chief Information Officer Report

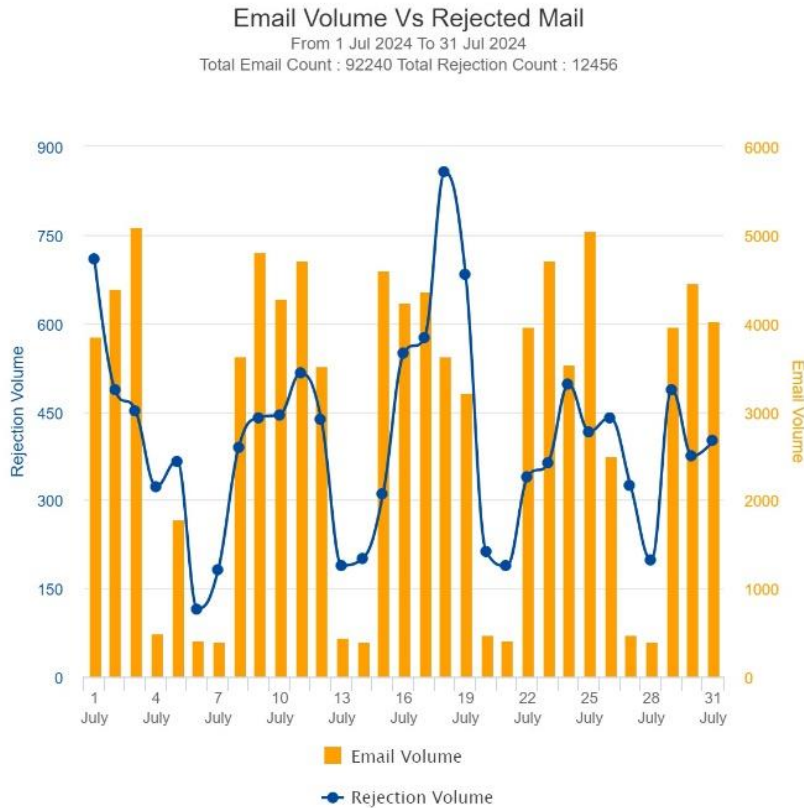
To: Southern Coos Health District Board of Directors and Southern Coos Management

From: Scott McEachern, Chief Information Officer

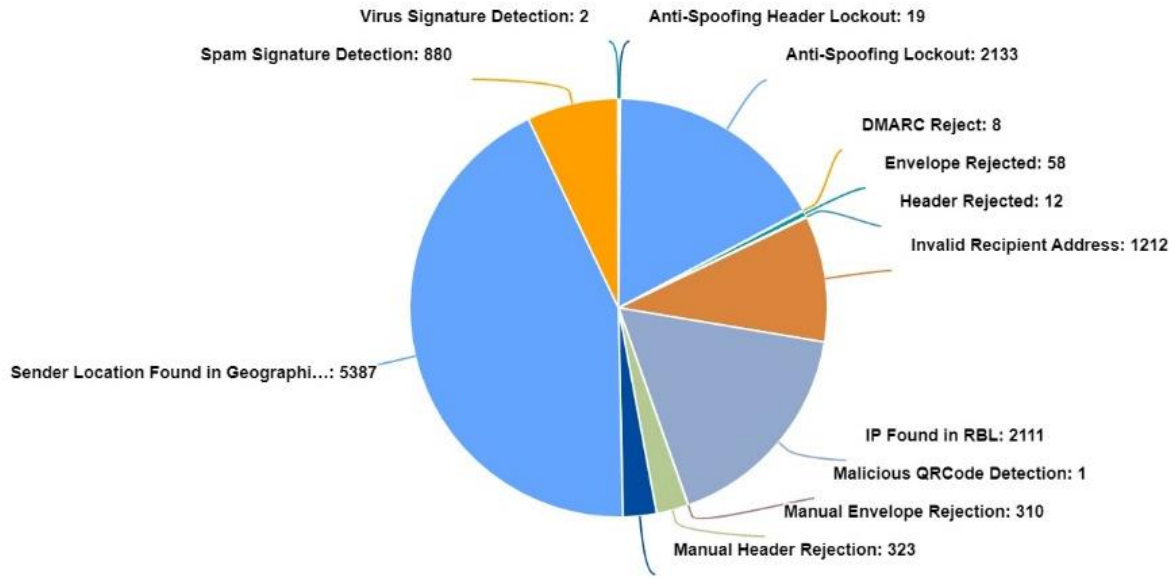
Re: CIO Report for SCHD Board of Directors, August 22, 2024

Cybersecurity Report

SCHHC Email Volume vs. Rejected Email July 2024



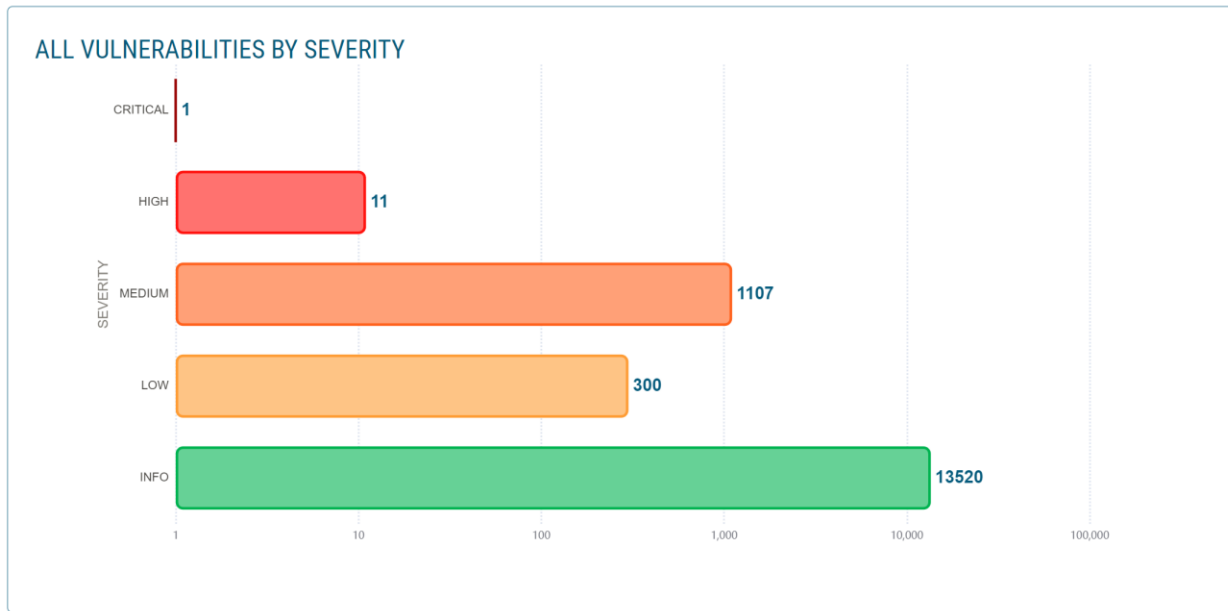
Email Rejection Overview, by Type of Rejection July 2024



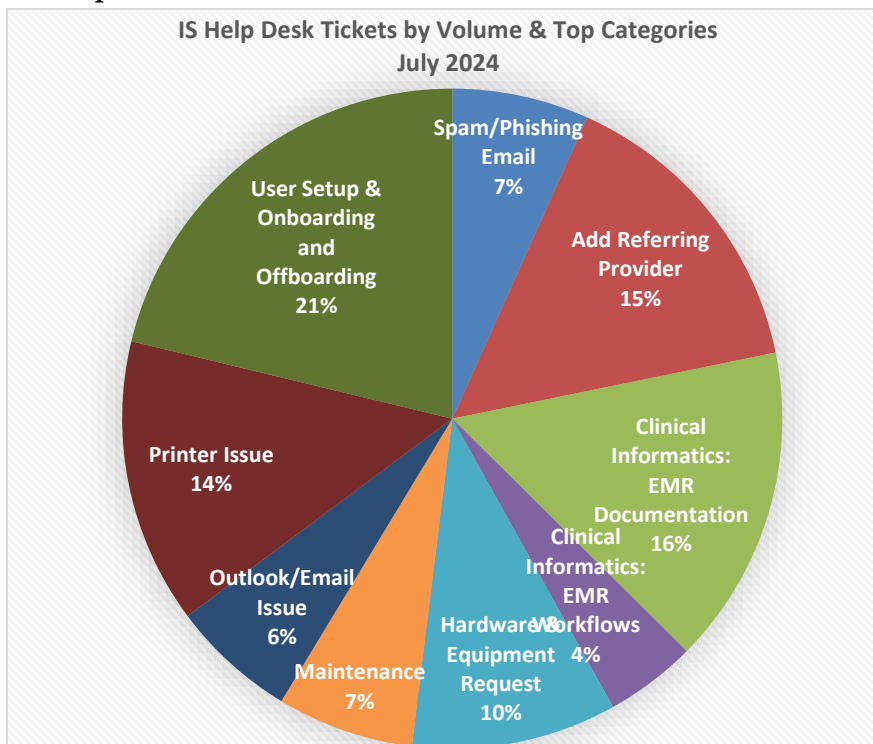
Critical Insight Investigations July 2024



SCHHC Vulnerabilities by Severity
July 2024



IS Help Desk



July Cybersecurity Climate

July was again a big month for cyberattacks across all industries. Just a few highlights of the largest attacks in the healthcare industry:

(see next page)

- July 15: RiteAid Pharmacy said that 2.2 million customers' persona information was stolen in a "data security incident."
- July 3: HealthEquity, a national HSA administrator, suffered a data breach after a partner's account was compromised. 4.3 million people's protected health information was compromised.

Much of the focus of the Cybersecurity and Infrastructure Security Agency (CISA) has been around shoring up voting security in advance of the upcoming national elections in November.

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, August 22, 2024

25th Anniversary Celebration

A great event is planned for Sunday, Sept. 8, from 1-4 p.m. for the Southern Coos Hospital's 25th Anniversary. The event is to commemorate the 25th anniversary of the current hospital building, which was dedicated on 9/9/99.

The event will be held in a tent outside the hospital and inside the hospital, featuring guest speakers, a video, a special art show, live music, light appetizers, a cake, and a lapel pin for those attending. Special invitations are being sent to people identified as having worked or volunteered with the hospital who are still in the area.

25th Anniversary Lecture Series

The third lecture in a special series was held on Tuesday and featured Neil Nathan, MD, speaking on Chronic Inflammation. The lecture series will continue on the second Tuesday of the month at the Bandon Fisheries Warehouse through December.

25th Anniversary Art Show

A special Art Show will be held in conjunction with the 25th Anniversary Celebration on Sept. 8, with the theme “**25th Anniversary Mini-Show: 25 Years in Bandon.**” One wall of the lobby will be dedicated to this display, which will run through the end of September when the show once again changes. Amy Moss Strong is working with Jim Proehl at the Bandon Museum to hopefully find negatives of photos that appeared in the Western World of the hospital being built in 1998-99, to be used in a slide show or video.

Golf for Health Classic

Approximately \$81,000 (including in-kind sponsorships) has been raised so far for the event, to be held Sept. 20 and 21, 2024 at Bandon Crossings, with the Friday night reception again at Bandon Dunes.

The Coffee Break is no longer in business, so other advertising options are being discussed. An event promo video was recorded at Bandon Crossings and is in production. Email, postcards, posters, radio advertising, and social media will also be used to get the word out.

Auction items are being sought for the Silent Auction. One special auction item includes a chance to play on a team with PGA Tour golfer Bob Gilder and his son Bryan Gilder, who attended the tournament last year.

The **Bottle Drop** program raised \$1,500 in FY24. We have increased the goal for FY25 to \$3,000. 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.

The Quarterly Art show, “Best Friends” has been successful. So far, 17 pieces have sold, with most of those artists donating a percentage to the Foundation.

Executive Director Search

Raymond Hino, CEO, is leading the executive director search. So far, we have received 14 applications for the position. We are scheduling interviews with two candidates in the coming weeks. We hope to have the position filled by the end of September.



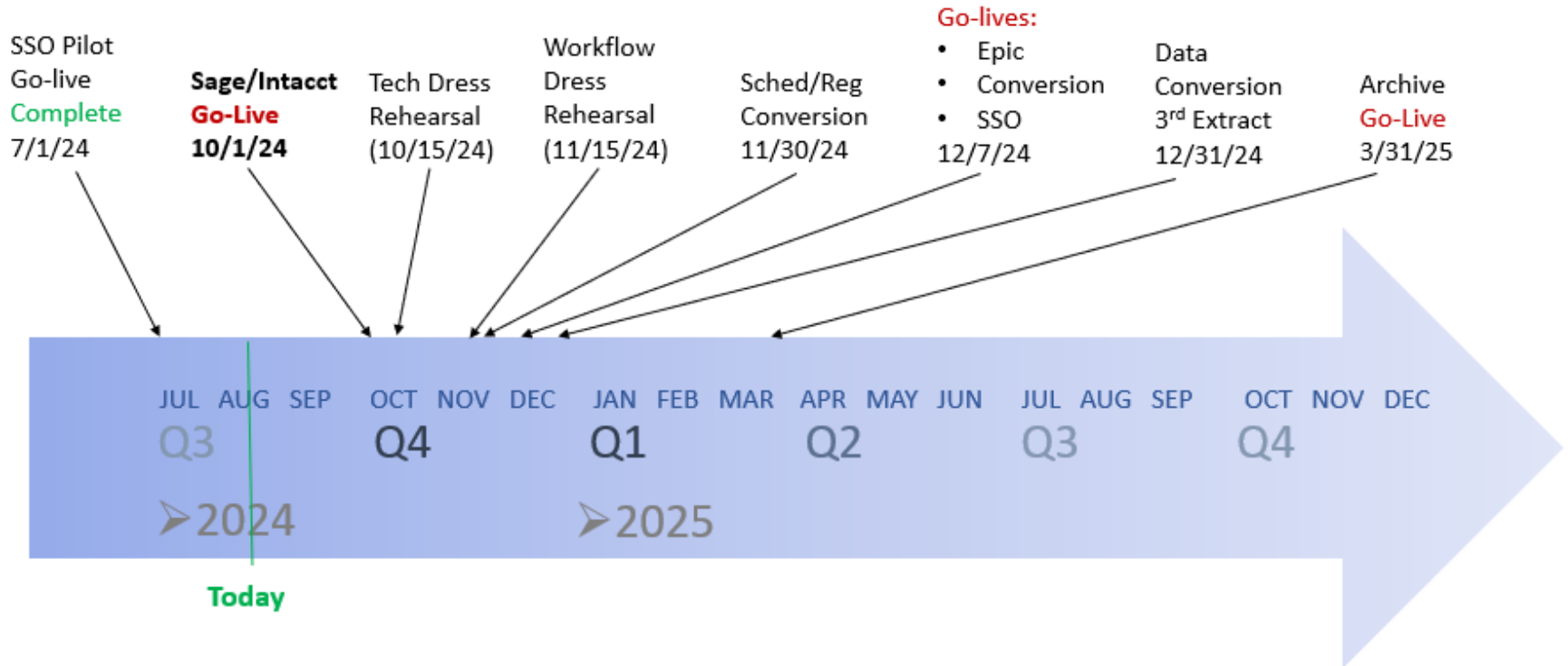
Unlocking the Future: Sage/Epic Implementation 2024

Unlocking the Future:
Sage & Epic Implementation 2024



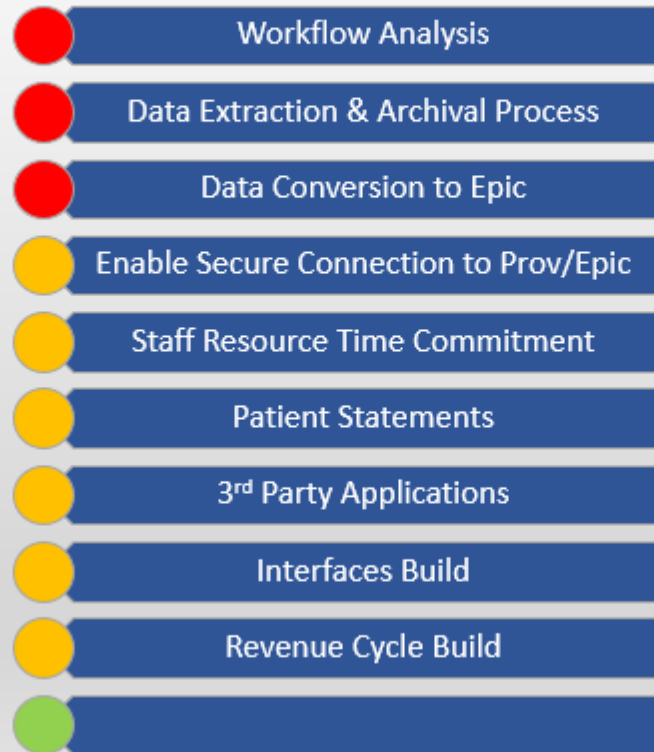
Progress Report Prepared for the
Southern Coos Hospital & Health Center Board of Directors
August 22, 2024

SCHHC Sage/Epic Implementation Milestones



August 2024

SCHHC Sage/Epic Implementation Risks:



Legend:



August 2024

SCHHC Sage/Epic Implementation Risks: Detail

- **Workflow Analysis:** SCHHC's Clinical Informatics team, Shawn March and Anna Peters, have been developing workflows for every clinical workflow in the system. The reason they are doing this is to define our current state in an effort to map against Providence/Epic workflows and analyze how each workflow will change as we convert to the Epic EHR. The reason it is classified as a high risk is because of the difficulty in changing workflows and training staff on new workflows.
- **Data Extraction & Archival Process:** SCHHC has had extraordinary difficulty in extracting a full set of our patient electronic health information (EHI) from our current EHR vendor Trubridge. EHR vendors are required by the Office of the National Coordinator of Health IT (ONC) to provide a method for clients (like SCHHC) to export a complete set of EHI. The reason that the ONC has enacted these regulations is to ensure that patients are able to access their health information at any time, and to ensure that medical facilities may provide this access to patients at any times, even if the facility is converting to a new EHR system.

SCHHC is preparing to file a claim against Trubridge to the ONC.

- **Data Conversion to Epic:** SCHHC is also importing data directly into the Epic environment. See next slide for additional detail.
- **Enable Secure Connection to Providence/Epic:** Providence requires a dedicated internet channel for Epic. We will have connection up and active by August 31, 2024. That said, Providence has experienced supply chain issues as regards the necessary equipment. Therefore, we are installing a VPN connection to ensure that we meet our deadline of 8/31/24, which will allow SCHHC to access the Epic environment and begin training our staff on schedule beginning mid-September.
- **Staff Resource Time Commitment:** The SCHHC staff has demonstrated a high level of engagement in the Sage/Epic conversion. Still, leadership continues to work with managers on resource allocation to not only the Epic project but also other organizational priorities.
- **Patient Statements:** SCHHC recently contracted with Metro Presort to send patient statements. We have kicked off the project and will revamp our current patient statements with a new design and best practice accessibility elements to better serve our patient demographic.
- **3rd Party Applications:** As part of the Epic project, SCHHC is adopting several new 3rd party applications, transitioning some existing vendors, and decommissioning others. This line item is identified as a risk due to the magnitude of managing all the application workstreams.
- **Interfaces Build:** Essentially, the interfaces we are building will allow seamless flow of medical data into and out of SCHHC's Epic environment, which will ultimately benefit our patients' experience at SCHHC.
- **Revenue Cycle Build:** The Finance/Accounting team has been working to reform SCHHC's revenue cycle, which is covered in more detail in the CFO report. This is a risk because of the importance of a streamlined, optimized revenue cycle to the success of the overall project.

Medical & Clinical Engagement Series

Medical & Clinical Engagement Series

- Session 1: August 1, 2024 – Overview of Series
- Session 2: August 29, 2024 – Bylaws, Policies, and Procedures Part I
- Session 3: September 12, 2024 – Bylaws, Policies, and Procedures Part II
- Session 4: September 26, 2024 – Info Blocking/Open Notes-21st Century Cures Act/Orientation to Patient Chart
- Session 5: October 24, 2024 – Documentation in Epic
- Session 6: November 7, 2024 – Decision on Templates: Ambulatory, Inpatient, and ED
- Session 7 : November 21, 2024, if needed



Patient Record Transition

SCHHC plan for clinical visibility on where patient data is located:

- Tip sheet with bullets referencing data and system for location
 - Pocket size for easy carry reference
 - Updates will be provided as systems are deployed
 - Color coded for reference to stage of projects (star or key...)
- A hotline number for assistance will be provided (Ext; or Clinical Informatics team)
- Our ticketing system will be utilized for issues
- When Ellkay archive is live; an icon will be added to all desktops [*targeted for March 2025*]






Patient Record Transition

Document Locator

Sample:



  What can I find in <u>Epic</u> ...		 ...with the patient at the heart	
Data Type	From how long ago?	Exceptions	Previous SCHHC System
Patient Information (MRNs and key demographics)	All Patients		CPSI
Visits/Encounters	May 1, 20xx (5 years)	Some encounters from May 20xx did not load	CPSI
Lab Results	October 1, 20xx (3 years)	Lipids and HPV tests from May 1, 20xx Pages from June 11, 20xx (5 years) all others from October 1, 20xx (3 years)	CPSI / Orchard
Imaging Results	October 1, 20xx (3 years)	CTs, MRIs, ultrasound and DEXA results available from October 1, 20xx (3 years). X-ray and mammography from October 1, 20xx (3 years)	CPSI / NovaRad
Vitals (Height, weight, BMI, pulse, BP, head circumference, PHQ9, ACT, and pain scores)	3 years for patients over 5 years old 5 years for patients under 5 years old	Pain scores, PHQ9 and ACT only for patients over 5 years old, head circumference only for patients less than 24 months old.	CPSI
Allergies, Problem List, and Meds	All allergies All diagnoses Meds from last appt.	Allergies, problems, and meds require reconciliation prior to filing to the chart.	CPSI
Immunizations	All	Immunizations require reconciliation prior to filing to the chart.	Oregon system
Notes/Transcriptions	Launch into legacy system	Either Cerner or HEF (replacing JEHR), depending on the original source of the note	CPSI
Scanned Documents	Launch into legacy system	For JEHR there is a button on the Epic toolbar: Cerner can be launched from a desktop link	CPSI

If a data type is not on this list, it was not automatically converted. All data remains available for reference in the SCHHC source systems. *Dial: 800.xxx.xxxx or Ext ~~Xxxx~~ for Assistance
This document can be found on the SCHHC desktop.



Project Financials Update

Unlocking the Future:
Sage & Epic Implementation 2024



Southern Coos Hospital & Health Center
Bandon, Oregon

Sage/Epic Implementation Project Totals

Providence Epic Implementation Expense
Sage/Intacct Implementation Expense
Totals:

	TCO	Actuals	Budget to Actuals
Providence Epic Implementation Expense	\$ 2,853,841	\$ 669,579	\$ 2,184,262
Sage/Intacct Implementation Expense	\$ 605,637	\$ 168,566	\$ 437,071
Totals:	\$ 3,459,479	\$ 838,145	\$ 2,621,334



To: Board of Directors and Southern Coos Management

From: Antone Eek, CFO

RE: July 2024 Month End Financial Results

Revenue Performance:

- Gross Revenue: Achieved \$4,499,000, falling short of the budgeted \$4,542,000.
- OP Gross Revenue: Reached \$3,571,000, exceeding the budgeted \$3,536,000.
- IP and Swing Bed Revenues: Totaled \$927,000, falling short of the budgeted \$1,006,000.

Patient Activity Metrics:

- Average Daily Census (ADC): Recorded at 5.1, falling short of the budgeted 6.6, and below the prior year's 6.4.
- ER volumes significantly exceeded expectations.
- Imaging and Lab volumes met or exceeded budget projections.
- Clinic and RT volumes fell short of budget projections.

Revenue Deductions:

- Deductions from Revenue: Amounted to \$1,558,000, accounting for 34.6% of gross revenue, below the budgeted 36.6%.
- YTD Revenue Deductions: Stood at 34.6%, compared to the budgeted 36.6%.
- Medicare Cost Report Settlement: Anticipated receivable of \$86,000.

Operating Revenues:

- Total Operating Revenues: Registered at \$2,958,000, slightly under the budgeted \$2,982,000, and marking an increase of \$689,000 from the same period last year.

Operating Expenses:

- Labor Expenses: Totaled \$1,636,000, coming in below the budgeted \$2,132,000.
 - Open positions unfilled new FTE's drove this favorability.
- Professional Fees and Purchased Services: Combined expense reached \$625,000, surpassing the budgeted \$540,000.
 - Independent contractor ER Physician coverage costs remain flat at \$170k per month.
 - Higher expenses related to consulting services with Experis for the EHR and ERP projects.
- Medical Supplies, Drugs, and Other Supplies: Accumulated to \$219,000, coming in below the budgeted \$227,000.

Operating Income/Loss:

- Operating Income: a gain of \$228,000, compared to a budgeted loss of \$267,000.
 - Lower operating expenses and flat to budget revenue contributed to this gain.

Net Position Change:

- Increase in Net Position: A gain of \$374,000, compared to the budgeted loss of \$163,000.

Financial Health Indicators:

- Days Cash on Hand: Stood at 126.5 days, a decline from the previous month's 131.6 days.
- Accounts Receivable (A/R) Days Outstanding: Increased to 49.8 days, up from 47.4 days in the prior month.
- 3-month Average Daily Revenue dipped slightly in July due to expected work on cleanup of receivables.

Southern Coos Hospital & Health Center

Volume and Key Performance Ratios
For The Period Ending July 2024

		Month					Year to Date				
		Actual	Budget	Prior Year	Variance to		Actual	Budget	Prior Year	Variance to	
					Bud	Prior Year				Bud	Prior Year
Payor Mix - Gross Charges	Medicare	61.6%	59.3%	59.3%	4.0%	4.0%	61.6%	59.3%	59.3%	4.0%	4.0%
	Medicaid	18.6%	17.5%	17.5%	5.9%	5.9%	18.6%	17.5%	17.5%	5.9%	5.9%
	Commercial	12.5%	13.4%	13.4%	-7.0%	-7.0%	12.5%	13.4%	13.4%	-7.0%	-7.0%
	Government	4.5%	7.1%	7.1%	-36.4%	-36.4%	4.5%	7.1%	7.1%	-36.4%	-36.4%
	Other	0.4%	0.7%	0.7%	-45.9%	-45.9%	0.4%	0.7%	0.7%	-45.9%	-45.9%
	Self Pay	2.4%	2.0%	2.0%	24.1%	24.1%	2.4%	2.0%	2.0%	24.1%	24.1%
Total		100.0%	100.0%	100.0%			100.0%	100.0%	100.0%		

		Month					Year To Date				
		FY25 Actual	FY25 Budget	FY24 Prior Year	Variance %		FY25 Actual	FY25 Budget	FY24 Prior Year	Variance %	
					To Budget	To Prior Year				To Budget	To Prior Year
Patient Volumes	In Patient Days	68	106	101	-36.0%	-32.7%	68	106	101	-36.0%	-32.7%
	Swing Bed Days	89	97	97	-8.2%	-8.2%	89	97	97	-8.2%	-8.2%
	Total Patient Days	157	203	198	-22.7%	-20.7%	157	203	198	-22.7%	-20.7%
	Emergency Visits	551	489	480	12.7%	14.8%	551	489	480	12.7%	14.8%
	Radiology Procedures	899	880	807	2.2%	11.4%	899	880	807	2.2%	11.4%
	Laboratory Tests	4,058	3,672	3,358	10.5%	20.8%	4,058	3,672	3,358	10.5%	20.8%
	Respiratory Visits	456	600	499	-24.0%	-8.5%	456	600	499	-24.0%	-8.5%
	Surgeries and Endoscopies	52	76	20	-31.6%	160.0%	52	76	20	-31.6%	160.0%
	Specialty Clinic Visits	231	218	198	6.0%	16.7%	231	218	198	6.0%	16.7%
Primary Care Clinic	641	776	475	-17.4%	34.9%	641	776	475	-17.4%	34.9%	



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 July 31, 2024

Current Month - Jul-2024				
Jul-2024 Actual	Jul-2024 Budget	Variance	Var %	Jul-2023 Actual

Year To Date - Jul-2024				
Jul-2024 Actual	Jul-2024 Budget	Variance	Var %	Jul-2023 Actual

Patient Revenue

Inpatient	927,420	1,006,005	(78,584)	(7.8%)	884,189	927,420	1,006,005	(78,584)	(7.8%)	884,189
Outpatient	3,571,297	3,535,574	35,723	1.0%	2,874,864	3,571,297	3,535,574	35,723	1.0%	2,874,864
Total Patient Revenue	4,498,717	4,541,579	(42,862)	(0.9%)	3,759,053	4,498,717	4,541,579	(42,862)	(0.9%)	3,759,053

Deductions From Revenue

Total Deductions	1,557,676	1,661,284	103,608	6.2%	1,466,030	1,557,676	1,661,284	103,608	6.2%	1,466,030
Revenue Deductions %	34.6%	36.6%			39.0%	34.6%	36.6%			39.0%
Net Patient Revenue	2,941,041	2,880,294	60,747	2.1%	2,293,023	2,941,041	2,880,294	60,747	2.1%	2,293,023

Other Operating Revenue	16,931	101,543	(84,612)	(83.3%)	45	16,931	101,543	(84,612)	(83.3%)	45
Total Operating Revenue	2,957,972	2,981,837	(23,865)	(0.8%)	2,293,068	2,957,972	2,981,837	(23,865)	(0.8%)	2,293,068

Operating Expenses

Total Labor Expenses	1,635,680	2,132,470	496,790	23.3%	1,677,500	1,635,680	2,132,470	496,790	23.3%	1,677,500
Total Other Operating Expenses	1,094,133	1,116,189	22,056	2.0%	906,938	1,094,133	1,116,189	22,056	2.0%	906,938
Total Operating Expenses	2,729,814	3,248,659	518,846	16.0%	2,584,438	2,729,814	3,248,659	518,846	16.0%	2,584,438

Operating Income / (Loss)	228,159	(266,822)	494,981	(185.5%)	(291,370)	228,159	(266,822)	494,981	(185.5%)	(291,370)
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Net Non-Operating Revenues	145,535	104,305	41,229	39.5%	118,577	145,535	104,305	41,229	39.5%	118,577
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Change in Net Position	373,693	(162,517)	536,210	(329.9%)	(172,794)	373,693	(162,517)	536,210	(329.9%)	(172,794)
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Collection Rate %	65.4%	63.4%	3.1%	3.1%	61.0%	65.4%	63.4%	3.1%	3.1%	61.0%
Compensation Ratio %	55.3%	71.5%	(22.7%)	(22.7%)	73.2%	55.3%	71.5%	(22.7%)	(22.7%)	73.2%
Operating Margin	7.7%	(8.9%)	(186.2%)	(186.2%)	(12.7%)	7.7%	(8.9%)	(186.2%)	(186.2%)	(12.7%)
OP EBIDA Margin \$	332,674	(99,521)	432,195	(434.3%)	(194,459)	332,674	(99,521)	432,195	(434.3%)	(194,459)
OP EBIDA Margin %	11.2%	(3.3%)	14.6%	(437.0%)	(8.5%)	11.2%	(3.3%)	14.6%	(437.0%)	(8.5%)
Total Margin (%)	12.6%	(5.5%)	18.1%	(331.8%)	(7.5%)	12.6%	(5.5%)	18.1%	(331.8%)	(7.5%)



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending July 2024

	Balance as of July 2024	Balance as of June 2024	Change	Balance as of June 2023
Assets				
Current Assets				
Cash - Operating	893,664	1,400,507	(506,843)	8,783,262
Cash Equivalents	10,144,693	10,320,508	(175,815)	3,988,481
Net Patient Accounts Receivable	4,122,505	3,907,633	214,872	2,813,679
			0	
Other Current Assets	1,002,380	798,202	204,179	678,641
Total Current Assets	16,163,243	16,426,850	(263,607)	16,264,064
Net PP&E	6,575,094	6,387,741	187,353	6,677,893
Total Assets	22,738,337	22,814,591	(76,254)	22,941,957
Liabilities and Net Assets				
Current Liabilities	3,920,263	4,330,389	(410,126)	3,780,023
Total Long-Term Debt, net	4,244,422	4,284,244	(39,821)	5,494,794
Fund Balance	14,199,958	13,667,140	532,818	12,531,014
Change in Net Position	373,693	532,818	(159,125)	1,136,125
Total Net Assets	14,573,651	14,199,958	373,693	13,667,140
Total Liabilities & Net Assets	22,738,337	22,814,591	(76,254)	22,941,957
Ratios				
Cash to Debt Ratio	0.21	0.33	(0.12)	1.60
Debt Ratio	0.36	0.38	(0.02)	0.40
Current Ratio	4.12	3.79	0.33	4.30
Average Age of Plant	60.99	12.30	48.69	14.87
Debt to Capitalization Ratio	0.23	0.23	(0.01)	0.29



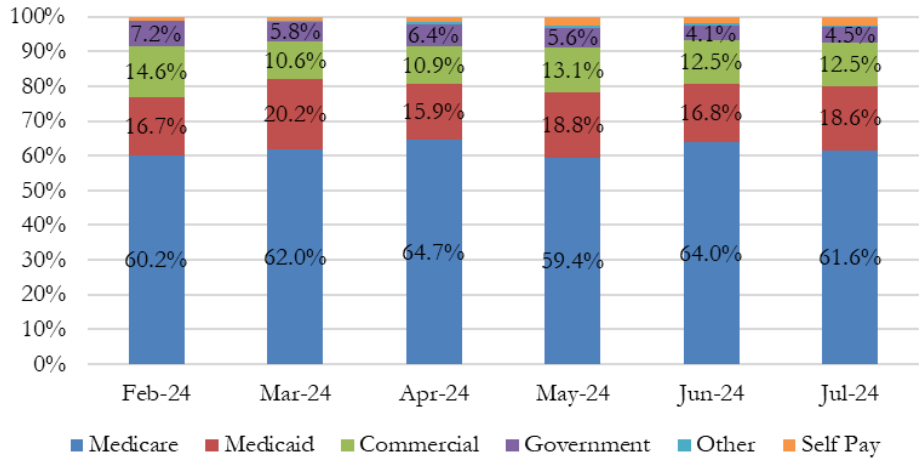
Southern Coos Hospital & Health Center

Volume and Key Performance Ratios
For The Period Ending July 2024

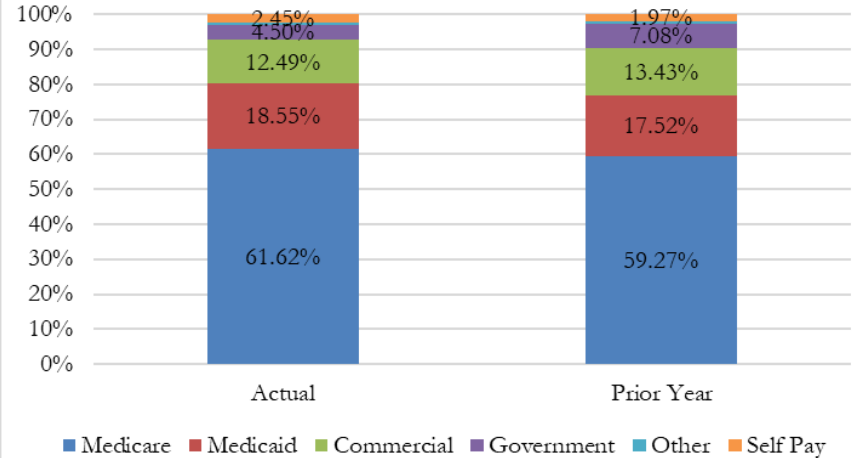
		Month					Year to Date				
		Actual	Budget	Prior Year	Variance	Variance	Actual	Budget	Prior Year	Variance	Variance
					to Bud	to Prior				to Bud	to Prior
Volume Summary	IP Days	68	106	101	-36.0%	-32.7%	68	106	101	-36.0%	-32.7%
	Swing Bed Days	89	97	97	-8.2%	-8.2%	89	97	97	-8.2%	-8.2%
	Total Inpatient Days	157	203	198	-22.7%	-20.7%	157	203	198	-22.7%	-20.7%
	Avg Daily Census	5.1	6.6	6.4	-22.7%	-20.7%	5.1	6.6	6.4	-22.7%	-20.7%
	Avg Length of Stay - IP	3.2	3.5	3.4	-8.5%	-3.8%	3.2	3.5	3.4	-8.5%	-3.8%
	Avg Length of Stay - SWB	12.7	13.9	13.9	-8.2%	-8.2%	12.7	13.9	13.9	-8.2%	-8.2%
	ED Registrations	551	489	480	12.7%	14.8%	551	489	480	12.7%	14.8%
	Clinic Registrations	590	475	435	24.2%	35.6%	590	475	435	24.2%	35.6%
	Ancillary Registrations	1,143	943	943	21.2%	21.2%	1,143	943	943	21.2%	21.2%
Total OP Registrations	2,284	1,907	1,858	19.8%	22.9%	2,284	1,907	1,858	19.8%	22.9%	
Key Income Statement Ratios	Gross IP Rev/IP Day	10,252	8,433	7,823	21.6%	31.0%	10,252	8,433	7,823	21.6%	31.0%
	Gross SWB Rev/SWB Day	2,588	1,140	970	126.9%	166.9%	2,588	1,140	970	126.9%	166.9%
	Gross OP Rev/Total OP Registrations	1,564	1,854	1,547	-15.7%	1.1%	1,564	1,854	1,547	-15.7%	1.1%
	Collection Rate	65.4%	63.4%	61.0%	3.1%	7.2%	65.4%	63.4%	61.0%	3.1%	7.2%
	Compensation Ratio	55.3%	71.5%	73.2%	-22.7%	-24.4%	55.3%	71.5%	73.2%	-22.7%	-24.4%
	OP EBIDA Margin \$	332,674	(99,521)	(194,459)	-434.3%	-271.1%	332,674	(99,521)	(194,459)	-434.3%	-271.1%
	OP EBIDA Margin %	11.2%	-3.3%	-8.5%	-437.0%	-232.6%	11.2%	-3.3%	-8.5%	-437.0%	-232.6%
	Total Margin	12.6%	-5.5%	-7.5%	-331.8%	-267.7%	12.6%	-5.5%	-7.5%	-331.8%	-267.7%
Key Liquidity Ratios	Days Cash on Hand	126.5	80.0	117.7	-58.1%	7.5%					
	AR Days Outstanding	49.8	50	50.6	-0.4%	-1.6%					



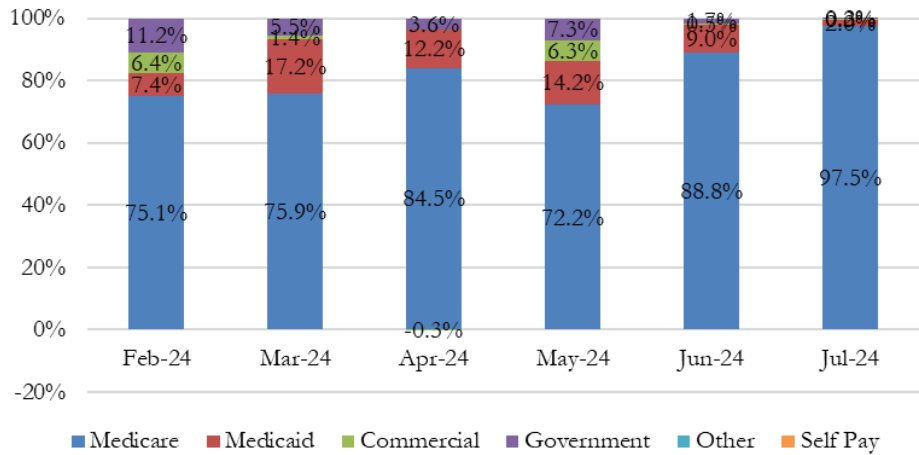
All Patients Payor Mix



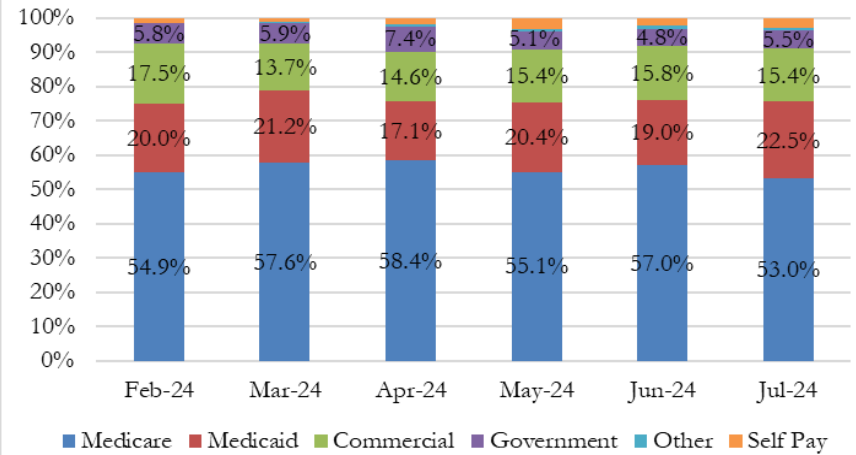
Year to Date Payor Mix



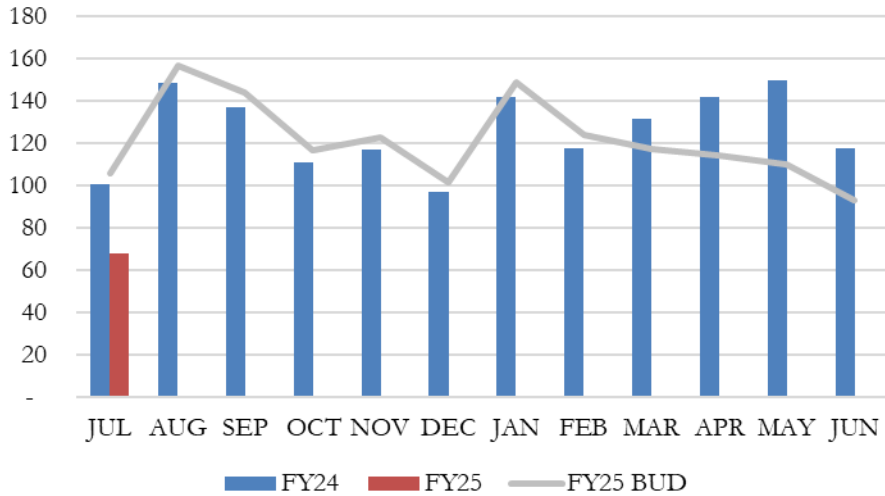
IP Payor Mix



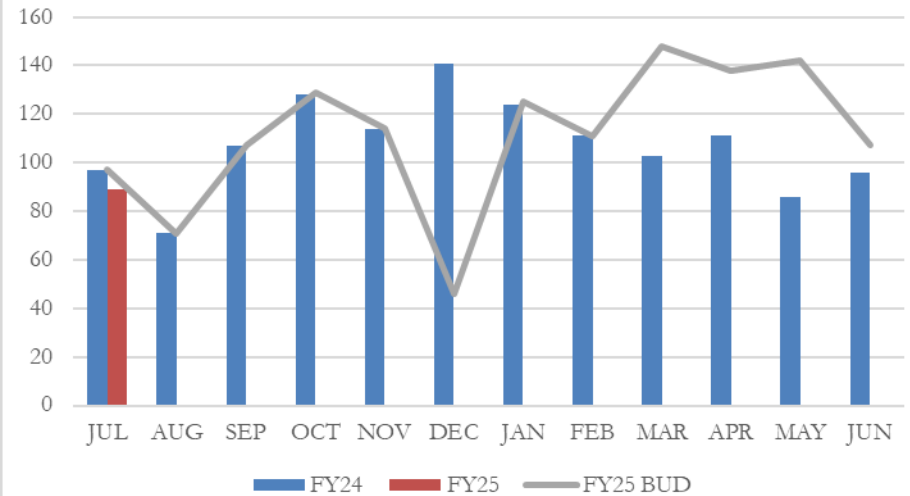
OP Payor Mix



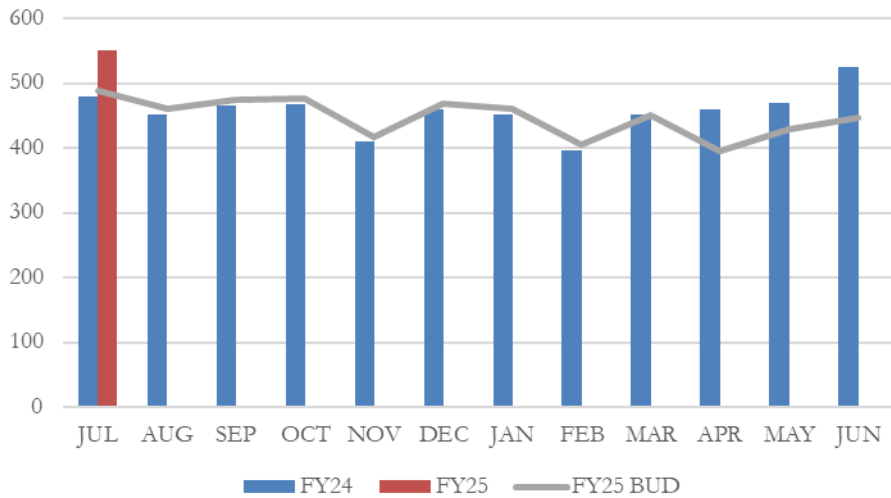
IP Days



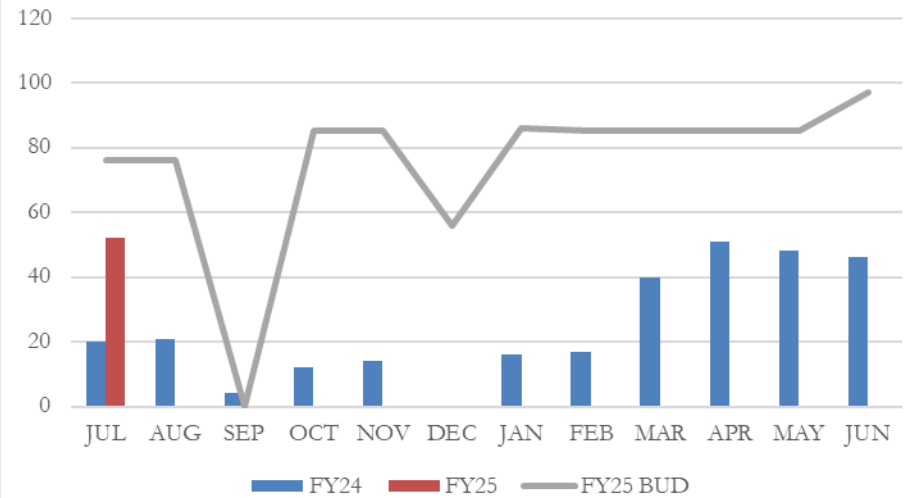
Swing Bed Days



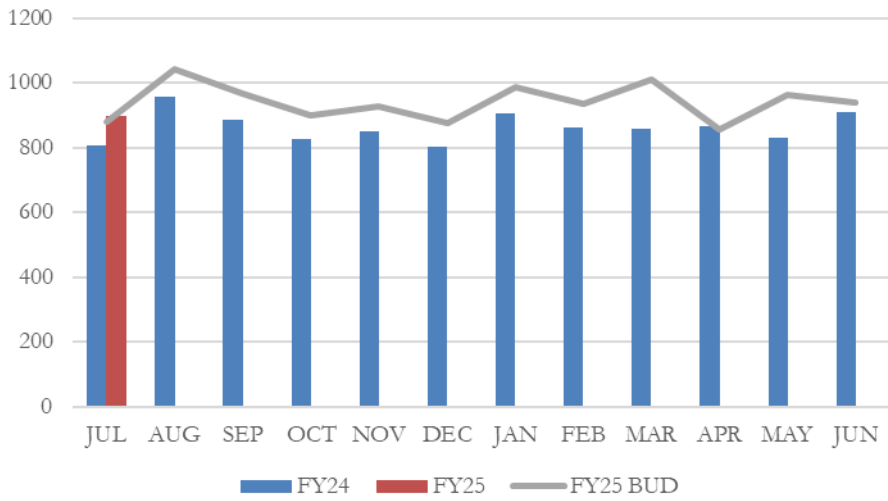
ER Visits



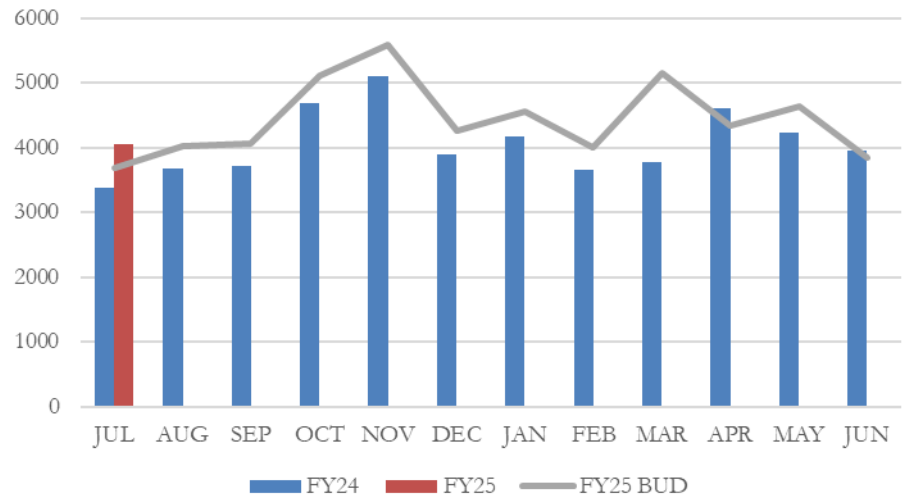
Surgery Patients



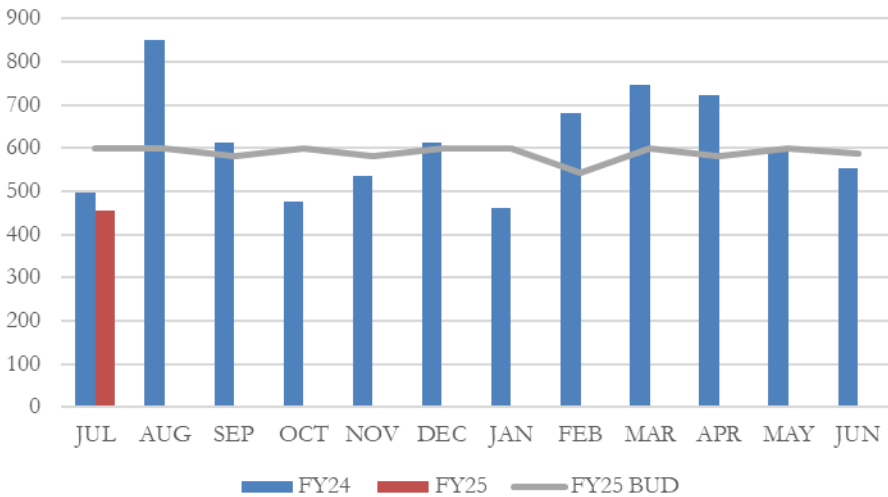
Imaging Visits



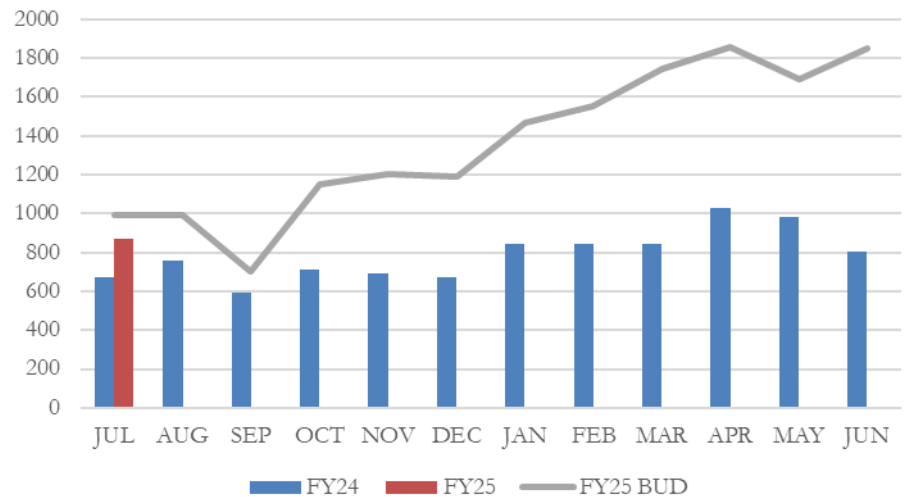
Lab Tests



RT Procedures



Clinic Visits



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending July 2024

	Balance as of July 2024	Balance as of June 2024	Change	Balance as of June 2023
Assets				
Current Assets				
Cash - Operating	893,664	1,400,507	(506,843)	8,783,262
Investments - Unrestricted	4,106,851	4,076,428	30,422	1,772,505
Investments- Reserved Certificate of Deposit	3,304,138	3,510,375	(206,237)	-
Investments - Restricted	-	-	-	9,488
Investment - USDA Restricted	233,705	233,705	-	233,705
Investment - Board Designated	2,500,000	2,500,000	-	1,972,783
Cash and Cash Equivalents	11,038,358	11,721,015	(682,658)	12,771,743
Patient Accounts Receivable	7,417,045	7,228,498	188,547	5,628,112
Allowance for Uncollectibles	(3,294,540)	(3,320,866)	26,326	(2,814,433)
Net Patient Accounts Receivable	4,122,505	3,907,633	214,872	2,813,679
Other Receivables	1,337	21,045	(19,708)	20,892
Inventory	265,797	230,931	34,866	262,233
Prepaid Expense	589,704	465,262	124,442	367,358
Property Tax Receivable	145,543	80,964	64,579	28,158
Total Current Assets	16,163,243	16,426,850	(263,607)	16,264,064
Property, Plant and Equipment				
Land	461,527	461,527	-	461,527
Property and Equipment:	20,456,748	20,435,404	21,344	20,092,234
Less: Accumulated Depreciation	(15,298,678)	(15,194,163)	(104,515)	(13,904,245)
Construction In Progress	955,496	684,972	270,524	28,376
Net PP&E	6,575,094	6,387,741	187,353	6,677,893
Total Assets	22,738,337	22,814,591	(76,254)	22,941,957



Southern Coos Hospital & Health Center

Balance Sheet

For The Period Ending July 2024

	Balance as of July 2024	Balance as of June 2024	Change	Balance as of June 2023
Liabilities and Net Assets				
Current Liabilities				
Accounts Payable	1,015,987	1,307,337	(291,349)	842,313
Accrued Payroll and Benefits	1,346,745	1,411,152	(64,407)	1,145,490
Interest and Other Payable	114,180	100,993	13,188	100,328
Medicare Reserve Payable	678,317	747,650	(69,333)	1,441,004
Current Portion of Long Term Debt	765,034	763,258	1,776	250,887
Current Liabilities	3,920,263	4,330,389	(410,126)	3,780,023
Long-Term Debt	5,009,457	5,047,502	(38,045)	5,745,681
Less Current Portion of Long-Term Debt	(765,034)	(763,258)	(1,776)	(250,887)
Total Long-Term Debt, net	4,244,422	4,284,244	(39,821)	5,494,794
Total Liabilities	8,164,686	8,614,633	(449,947)	9,274,817
Net Assets:				
Fund Balance	14,199,958	13,667,140	532,818	12,531,014
Change in Net Position	373,693	532,818	(159,125)	1,136,125
Total Net Assets	14,573,651	14,199,958	373,693	13,667,140
Total Liabilities & Net Assets	22,738,337	22,814,591	(76,254)	22,941,957



Southern Coos Hospital & Health Center

Summary Statements of Revenues, Expenses, and Changes in Net Position
For The Period Ending July 31, 2024

	Current Month - Jul-2024					Year To Date - Jul-2024				
	Jul-2024 Actual	Jul-2024 Budget	Variance	Var %	Jul-2023 Actual	Jul-2024 Actual	Jul-2024 Budget	Variance	Var %	Jul-2023 Actual
Patient Revenue										
Inpatient	927,420	1,006,005	(78,584)	(7.8%)	884,189	927,420	1,006,005	(78,584)	(7.8%)	884,189
Outpatient	3,571,297	3,535,574	35,723	1.0%	2,874,864	3,571,297	3,535,574	35,723	1.0%	2,874,864
Total Patient Revenue	4,498,717	4,541,579	(42,862)	(0.9%)	3,759,053	4,498,717	4,541,579	(42,862)	(0.9%)	3,759,053
Deductions From Revenue										
Total Deductions	1,557,676	1,661,284	103,608	6.2%	1,466,030	1,557,676	1,661,284	103,608	6.2%	1,466,030
<i>Revenue Deductions %</i>	34.6%	36.6%			39.0%	34.6%	36.6%			39.0%
Net Patient Revenue	2,941,041	2,880,294	60,747	2.1%	2,293,023	2,941,041	2,880,294	60,747	2.1%	2,293,023
Other Operating Revenue	16,931	101,543	(84,612)	(83.3%)	45	16,931	101,543	(84,612)	(83.3%)	45
Total Operating Revenue	2,957,972	2,981,837	(23,865)	(0.8%)	2,293,068	2,957,972	2,981,837	(23,865)	(0.8%)	2,293,068
Operating Expenses										
Salaries & Wages	1,087,849	1,514,559	426,710	28.2%	1,085,914	1,087,849	1,514,559	426,710	28.2%	1,085,914
Contract Labor	254,099	207,113	(46,986)	(22.7%)	232,337	254,099	207,113	(46,986)	(22.7%)	232,337
Benefits	293,733	410,799	117,066	28.5%	359,248	293,733	410,799	117,066	28.5%	359,248
Total Labor Expenses	1,635,680	2,132,470	496,790	23.3%	1,677,500	1,635,680	2,132,470	496,790	23.3%	1,677,500
Professional Fees	275,764	248,167	(27,597)	(11.1%)	274,043	275,764	248,167	(27,597)	(11.1%)	274,043
Purchased Services	349,571	291,908	(57,664)	(19.8%)	270,261	349,571	291,908	(57,664)	(19.8%)	270,261
Drugs & Pharmaceuticals	102,854	77,835	(25,019)	(32.1%)	91,428	102,854	77,835	(25,019)	(32.1%)	91,428
Medical Supplies	45,472	30,353	(15,119)	(49.8%)	15,493	45,472	30,353	(15,119)	(49.8%)	15,493
Other Supplies	70,674	119,061	48,387	40.6%	85,676	70,674	119,061	48,387	40.6%	85,676
Maintenance & Repairs	19,682	28,160	8,478	30.1%	28,446	19,682	28,160	8,478	30.1%	28,446
Other Expenses	80,105	103,210	23,105	22.4%	536	80,105	103,210	23,105	22.4%	536
Utilities	23,989	29,577	5,589	18.9%	24,281	23,989	29,577	5,589	18.9%	24,281
Insurance	21,508	20,618	(891)	(4.3%)	19,860	21,508	20,618	(891)	(4.3%)	19,860
Depreciation & Amortization	104,515	167,301	62,786	37.5%	96,912	104,515	167,301	62,786	37.5%	96,912
Total Operating Expenses	2,729,814	3,248,659	518,846	16.0%	2,584,438	2,729,814	3,248,659	518,846	16.0%	2,584,438
Operating Income / (Loss)	228,159	(266,822)	494,981	(185.5%)	(291,370)	228,159	(266,822)	494,981	(185.5%)	(291,370)
Non-Operating										
Property Taxes	78,913	89,427	(10,514)	(11.8%)	102,269	78,913	89,427	(10,514)	(11.8%)	102,269
Non-Operating Revenue	14,683	19,203	(4,520)	(23.5%)	2,948	14,683	19,203	(4,520)	(23.5%)	2,948
Interest Expense	(22,306)	(47,125)	24,819	(52.7%)	(26,198)	(22,306)	(47,125)	24,819	(52.7%)	(26,198)
Investment Income	74,244	42,800	31,444	73.5%	39,558	74,244	42,800	31,444	73.5%	39,558
Total Non-Operating	145,535	104,305	41,229	39.5%	118,577	145,535	104,305	41,229	39.5%	118,577
Change in Net Position	373,693	(162,517)	536,210	(329.9%)	(172,794)	373,693	(162,517)	536,210	(329.9%)	(172,794)

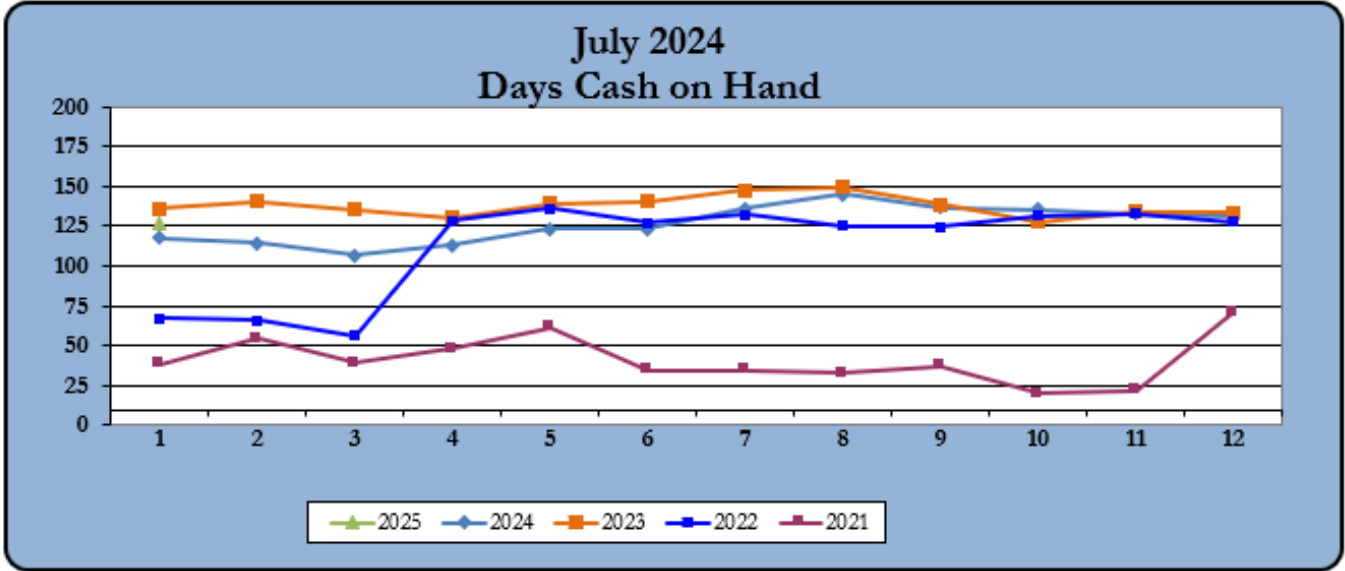


Southern Coos Hospital & Health Center

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

	Current FY 2025					
	Feb-2024	Mar-2024	Apr-2024	May-2024	Jun-2024	Jul-2024
Patient Revenue						
Inpatient	1,041,279	770,755	1,201,348	1,182,810	993,919	927,420
Outpatient	3,141,420	2,112,993	3,456,287	3,306,888	3,305,149	3,571,297
Total Patient Revenue	4,182,699	2,883,748	4,657,635	4,489,698	4,299,068	4,498,717
Deductions From Revenue						
Charity Services	33,620	7,542	101,098	19,768	31,801	15,185
Contractual Allowances	1,340,268	1,225,657	1,459,249	1,589,783	1,403,392	1,484,531
Other Discounts	101,826	89,674	158,776	123,232	193,038	61,901
Bad Debt	(32,368)	8,834	(22,059)	(2,698)	(20,786)	(3,941)
Total Deductions	1,443,346	1,331,707	1,697,064	1,730,085	1,607,445	1,557,676
Net Patient Revenue	2,739,354	1,552,041	2,960,571	2,759,614	2,691,623	2,941,041
Other Operating Revenue	45,172	24,522	2,895	1,345	42,897	16,931
Total Operating Revenue	2,784,526	1,576,563	2,963,466	2,760,959	2,734,520	2,957,972
Operating Expenses						
Salaries & Wages	1,136,835	782,802	1,118,037	1,190,872	1,198,810	1,087,849
Benefits	290,402	222,327	342,966	360,596	338,576	293,733
Contract Labor	212,160	159,628	182,631	309,047	227,960	254,099
Professional Fees	274,379	207,963	261,438	283,716	266,522	275,764
Purchased Services	298,365	195,355	369,507	271,258	351,856	349,571
Medical Supplies	19,903	21,583	25,400	17,097	19,071	45,472
Drugs & Pharmaceuticals	64,258	54,653	299,262	150,696	64,080	102,854
Other Supplies	69,914	94,916	70,173	117,722	110,375	70,674
Depreciation & Amortization	102,445	56,703	104,206	104,101	104,354	104,515
Lease and Rental	-	4,003	-	-	-	-
Maintenance & Repairs	18,694	15,871	22,158	17,379	25,848	19,682
Utilities	24,520	4,955	31,430	30,727	27,149	23,989
Insurance	20,480	8,573	21,508	21,508	63,589	21,508
Other Expenses	108,913	102,474	96,999	85,331	102,907	80,105
Total Operating Expenses	2,641,269	1,931,808	2,945,716	2,960,052	2,901,098	2,729,814
Excess of Revenue Over Expenses from Oper	143,257	(355,245)	17,750	(199,093)	(166,578)	228,159
Non-Operating						
Unrestricted Contributions	93,248	84,424	93,248	93,248	135,558	78,913
Other NonOperating Revenue\Expense	14,699	96,349	69,819	9,743	49,027	14,683
Investment Income	41,858	5,006	42,579	28,799	33,475	74,244
Gain(Loss) on Sale of Assets	-	-	-	-	753	-
Total Non-Operating	149,805	185,779	205,646	131,790	218,813	167,841
Interest Expense	(23,944)	(15,828)	(23,430)	(23,218)	(23,005)	(22,306)
Excess of Revenue Over Expenses	269,117	(185,294)	199,966	(90,521)	29,230	373,693





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
2025	126.5
2024	126.4
2023	137.8
2022	113.0
2021	41.2

Benchmark

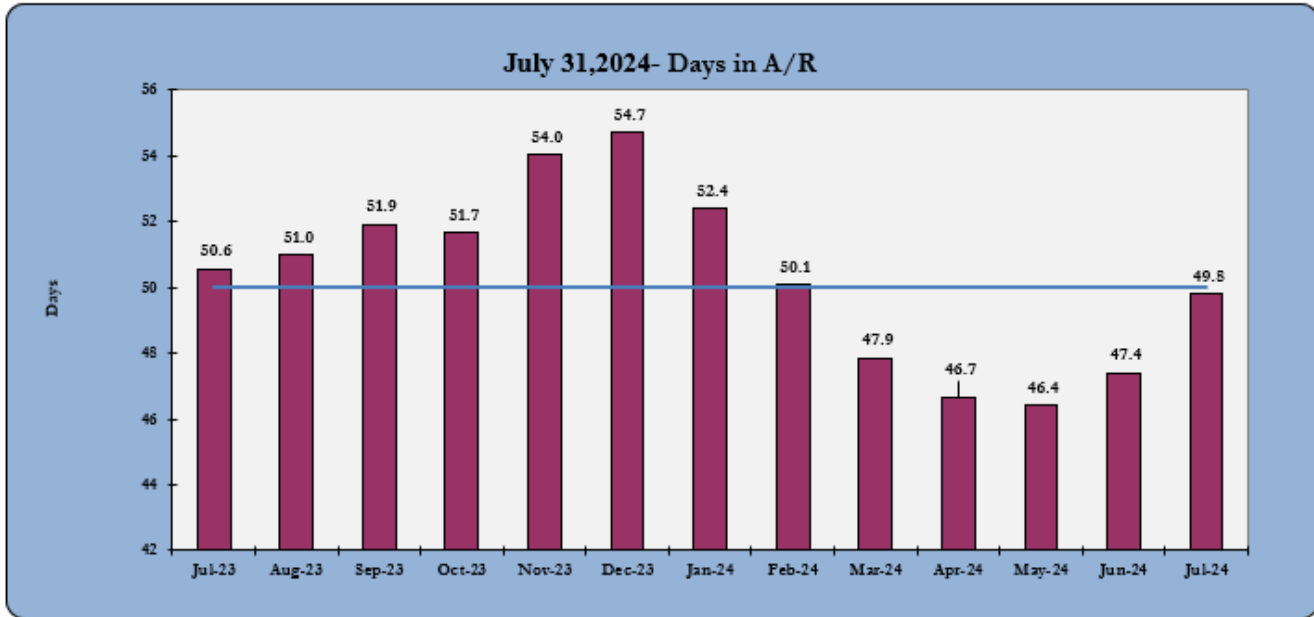
80 Days

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	<u>Jul</u>	<u>Aug</u>	<u>Sep</u>	<u>Oct</u>	<u>Nov</u>	<u>Dec</u>	<u>Jan</u>	<u>Feb</u>	<u>Mar</u>	<u>Apr</u>	<u>May</u>	<u>Jun</u>
2025	126.5											
2024	117.7	114.5	106.8	113.1	123.1	123.3	136.1	145.3	137.0	135.2	133.2	131.6
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





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.

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24
A/R (Gross)	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	6,790,901	7,005,894	7,194,350
Days in AR	50.6	51.0	51.9	51.7	54.0	54.7	52.4	50.1	47.9	46.7	46.4	47.4	49.8
***	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	Jul-24
A/R (Gross)	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	6,790,901	7,005,894	7,194,350
Days in Month	31	31	30	31	30	31	31	29	31	30	31	30	31
Monthly Revenue	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	4,489,698	4,299,068	4,498,717
3 Mo Avg Daily Revenue	116,587	121,672	128,431	129,372	130,028	129,311	135,125	138,338	141,547	146,198	146,357	147,763	144,429
Days in AR	50.6	51.0	51.9	51.7	54.0	54.7	52.4	50.1	47.9	46.7	46.4	47.4	49.8



**SOUTHERN COOS HOSPITAL & HEALTH CENTER
CAPITAL PURCHASES SUMMARY FY2025**

Approved Projects:

Project Name	Department	Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Notes
--------------	------------	-----------------	----------------	------------------	----------------	-------

Budgeted Non-Threshold Capital Purchases (<\$15,000)

Abbott ID Now Analyzer	Clinic	10,000		10,000		
60' Refrigerated Chef Base	Dietary	6,000		6,000		
Gas Griddle	Dietary	5,000		5,000		
Convection Oven	Dietary	7,000		7,000		
OBGN Gurney	ER	6,500		6,500		
New Desk/Workspace	ER	10,000		10,000		
Cast Cart	ER	5,500	5,163	337		In Progress
Mindray Monitor Upgrade	ER	6,000		6,000		
Exam Lights	ER	13,000		13,000		
Phone System VOIP upgrade	Information Systems	5,000		5,000		
Ortho MTS Workstation (Blood Bank)	Lab	8,000		8,000		
ID TipMaster	Lab	5,000		5,000		
Freezer	Lab	10,000		10,000		
Centrifuges (x4)	Lab	8,000		8,000		
Reclining Chairs	Med Surg	12,000		12,000		In Progress
Suction Flow Meters	Med Surg	6,000		6,000		
Instrument Sets	Surgery	13,000		13,000		

Un-Budgeted Non-Threshold Capital Purchases (<\$15,000)

				-		
				-		

Totals - Non Threshold Projects

136,000	5,163	130,837
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**SOUTHERN COOS HOSPITAL & HEALTH CENTER
CAPITAL PURCHASES SUMMARY FY2025**

Approved Projects:

Project Name	Department	Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Notes
--------------	------------	-----------------	----------------	------------------	----------------	-------

Budgeted Threshold Projects (>\$15,000)

Meal Carts	Dietary	18,000		18,000		
Floor Replacement for Various Departments	Engineering	36,000		36,000		
Vital Sign Machines (10 EA)	Engineering	45,000		45,000		
Building Automation (HVAC)	Engineering	95,000		95,000		
ER Signage	Engineering	25,000		25,000		
Parking Lot Resurface	Engineering	30,000		30,000		In Progress
Air Handler	Engineering	150,000		150,000		
Gurney (x3)	ER	45,000		45,000		
Storage Server Replacement	Information Systems	15,000		15,000		
DataCenter Battery Backup Replacement	Information Systems	19,000		19,000		
Blood Culture Incubator w/ Synapsys (BD FX 40)	Lab	20,500		20,500		
Bacterioscan	Lab	23,500		23,500		
Biosafety Cabinet Type II Class 2B (Hood)	Lab	25,000		25,000		
BACT Alert Combination System	Lab	35,000		35,000		
Bariatric Bed	Med Surg	31,000		31,000		
Cardiac Monitors	Med Surg	29,000		29,000		
Second Ultrasound Machine	Radiology	170,000		170,000		
Ultrasound Echo Bed	Radiology	20,000		20,000		
Vyntus PFT	Respiratory	75,000		75,000		
Liposuction Equipment	Surgery	50,000		50,000		
Sonosite Ultrasound	Surgery	25,000		25,000		
Medication Management System	Surgery	25,000		25,000		
Glide Scope	Surgery	25,000	16,424	8,576		In progress
Arthroscopy Tower Light Source	Surgery	20,000		20,000		

Un-Budgeted Threshold Projects (>\$15,000)

Totals - Threshold Projects

1,052,000

16,424

1,035,576

Grand Total

1,188,000

21,587

1,166,413



Grant Funded Projects:

Project Name	Department	Budgeted Amount	Total Spending	Amount Remaining	Date Completed	Grant Funding Source
				-		
				-		
Totals - Grant Funded		<u>-</u>	<u>-</u>	<u>-</u>		

Epic & Sage Projects

	Expected Project Cost	Spending To Date	Amount Remaining
EPIC	1,800,758	833,727	967,031
SAGE	605,637	168,566	437,071



Clinic Provider Income Summary

All Providers

For The Budget Year 2025

	ACT JUL	BUD JUL	ACT YTD	Current Budget YTD	
				FY25 Budget	Variance
Provider Productivity Metrics					
Clinic Days	76	89	76	89	(13)
Total Visits	641	776	641	776	(135)
Visits/Day	8.4	8.7	8.4	8.7	(0.3)
Total RVU	1,248	1,773	1,248	1,773	(525)
RVU/Visit	1.95	2.29	1.95	2.29	(0.34)
RVU/Clinic Day	16	20	16	20	(4)
Gross Revenue/Visit	342	399	342	399	(57)
Gross Revenue/RVU	176	175	176	175	1
Net Rev/RVU	77	77	77	77	(1)
Expense/RVU	136	142	136	142	(6)
Diff	(59)	(64)	(59)	(64)	5
Net Rev/Day	1,258	1,540	1,258	1,540	(282)
Expense/Day	2,226	2,821	2,226	2,821	(595)
Diff	(968)	(1,280)	(968)	(1,280)	313
Patient Revenue					
Outpatient					
Total Patient Revenue	219,184	309,620	219,184	309,620	(90,435)
Deductions From Revenue					
Total Deductions From Revenue (Note A)	123,571	172,528	123,571	172,528	(48,957)
Net Patient Revenue	95,613	137,092	95,613	137,092	(41,479)
Total Operating Revenue	95,613	137,092	95,613	137,092	(41,479)
Operating Expenses					
Salaries & Wages	104,563	153,914	104,563	153,914	(49,351)
Benefits	12,145	13,799	12,145	13,799	(1,655)
Purchased Services	-	-	-	-	-
Medical Supplies	1,089	875	1,089	875	214
Other Supplies	78	610	78	610	(532)
Maintenance and Repairs	-	21	-	21	(21)
Other Expenses	4,783	3,292	4,783	3,292	1,492
Allocation Expense	46,496	78,522	46,496	78,522	(32,026)
Total Operating Expenses	169,153	251,033	169,153	251,033	(81,880)
Excess of Operating Rev Over Exp	(73,539)	(113,940)	(73,539)	(113,940)	40,401
Total Non-Operating Income	1,585	394	1,585	394	1,191
Excess of Revenue Over Expenses	(71,954)	(113,547)	(71,954)	(113,547)	41,593

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



Southern Coos Hospital & Health Center

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

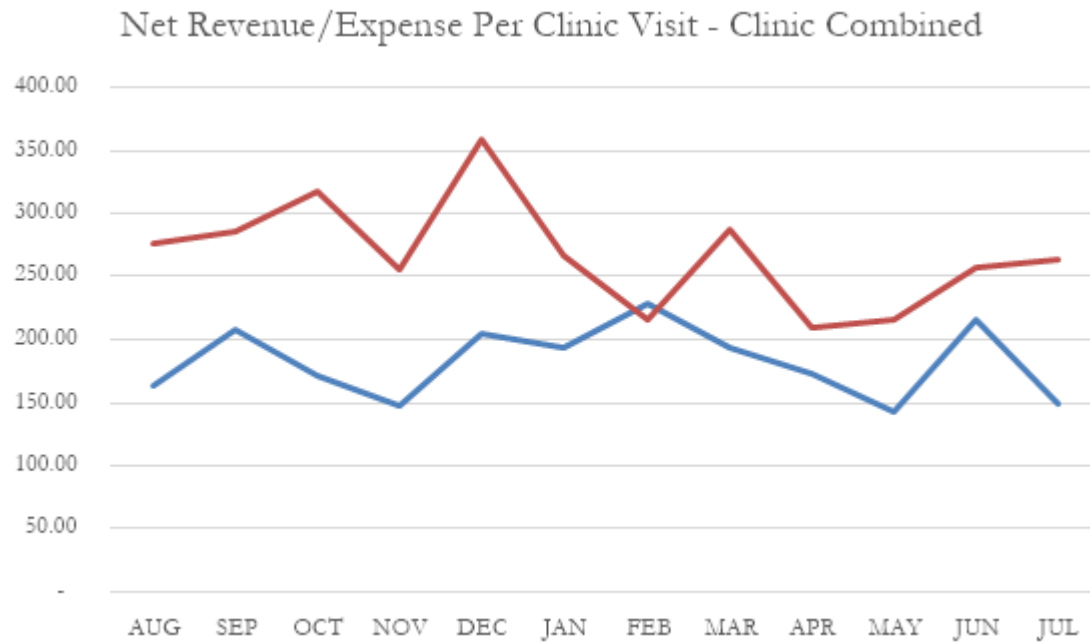
	Current Month - Jul-2024			Year To Date - Jul-2024		
	Hospital	Clinic Providers	Jul-2024	Hospital	Clinic Providers	Jul-2024
	Actual	Actual	Actual	Actual	Actual	Actual
Patient Revenue						
Inpatient	927,420	-	927,420	927,420	-	927,420
Outpatient	3,352,112	219,184	3,571,297	3,352,112	219,184	3,571,297
Total Patient Revenue	4,279,533	219,184	4,498,717	4,279,533	219,184	4,498,717
Deductions From Revenue						
Total Deductions	1,434,105	123,571	1,557,676	1,434,105	123,571	1,557,676
<i>Revenue Deductions %</i>	<i>33.5%</i>	<i>56.4%</i>	<i>34.6%</i>	<i>33.5%</i>	<i>56.4%</i>	<i>34.6%</i>
Net Patient Revenue	2,845,428	95,613	2,941,041	2,845,428	95,613	2,941,041
Other Operating Revenue	16,931	-	16,931	16,931	-	16,931
Total Operating Revenue	2,862,359	95,613	2,957,972	2,862,359	95,613	2,957,972
Operating Expenses						
Total Labor Expenses	1,518,973	116,707	1,635,680	1,518,973	116,707	1,635,680
Total Other Operating Expenses	1,041,688	52,445	1,094,133	1,041,688	52,445	1,094,133
Total Operating Expenses	2,560,661	169,153	2,729,814	2,560,661	169,153	2,729,814
Operating Income / (Loss)	301,698	(73,539)	228,159	301,698	(73,539)	228,159
Net Non-Operating Revenues	143,949	1,585	145,535	143,949	1,585	145,535
Change in Net Position	445,647	(71,954)	373,693	445,647	(71,954)	373,693
Collection Rate %	66.5%	43.6%	65.4%	66.5%	43.6%	65.4%
Compensation Ratio %	53.1%	122.1%	55.3%	53.1%	122.1%	55.3%
OP EBIDA Margin \$	406,213	(73,539)	332,674	406,213	(73,539)	332,674
OP EBIDA Margin %	14.2%	(76.9%)	11.2%	14.2%	(76.9%)	11.2%
Total Margin (%)	15.6%	(75.3%)	12.6%	15.6%	(75.3%)	12.6%



Southern Coos Hospital & Health Center

Clinic Combined - Net Revenue / Expense Per Visit

For The Period Ending July 31, 2024



Surgical Services Income Summary

All Providers For The Budget Year 2025

			Current Budget YTD		
	ACT JUL	BUD JUL	ACT YTD	FY25 Budget	Variance
Provider Productivity Metrics					
Productive Days	21	21	21	21	-
Total Visits	52	76	52	76	(24)
Visits/Day	2.5	3.6	2.5	3.6	(1.1)
Gross Revenue/Visit	4,803	2,754	4,803	2,754	2,049
Net Rev/Day	7,018	5,880	7,018	5,880	1,137
Expense/Day	6,979	8,708	6,979	8,708	(1,728)
Diff	38	(2,827)	38	(2,827)	2,865
Patient Revenue					
Outpatient					
Total Patient Revenue	249,777	209,303	249,777	209,303	40,474
Deductions From Revenue					
Total Deductions From Revenue (Note A)	102,409	85,814	102,409	85,814	16,594
Net Patient Revenue					
	147,368	123,489	147,368	123,489	23,880
Total Operating Revenue					
	147,368	123,489	147,368	123,489	23,880
Operating Expenses					
Salaries & Wages	58,708	103,344	58,708	103,344	(44,636)
Benefits	18,630	25,324	18,630	25,324	(6,694)
Purchased Services	46,564	20,629	46,564	20,629	25,935
Medical Supplies	11,582	16,989	11,582	16,989	(5,408)
Other Supplies	5,383	8,167	5,383	8,167	(2,784)
Maintenance and Repairs	5,313	6,347	5,313	6,347	(1,034)
Other Expenses	388	2,059	388	2,059	(1,670)
Total Operating Expenses	146,569	182,860	146,569	182,860	(36,291)
Excess of Revenue Over Expenses					
	799	(59,372)	799	(59,372)	60,171



SPD Project Tracker

	ACT Spend	Expected Spend	Current Budget YTD	
			Budget	Variance
Additional SPD Expenses				
Project Management	14,092	12,652	0	12,652
Architectural & Engineering Fees	63,035	54,642	75,000	(20,358)
Construction	0	466,715	400,000	66,715
Capital	84,884	195,799	150,000	45,799
Shipping and Handling	20,376	24,421	0	24,421
Liposuction Equipment	5,000	5,000	55,000	(50,000)
Other Instrumentation & Equipment	0	12,272	150,000	(137,728)
Total Project Expense	187,388	771,501	830,000	(58,499)

Major Variances for Actual vs Expected

Most capital equipment has not been paid for, amounts were added to the project tracker when PO was placed

Construction costs are not paid for, amount added to the project tracker when quote was obtained



Lower SPD Project Estimate

Sterile Processing & Surgical Services Financial Model

SPD Remodel Investment (5 Year Financing)

Architectural & Engineering Fees	75,000
Construction	200,000
SPD Equipment	150,000
Total	425,000
Additional Routine Capital Needs	
Liposuction Equipment	55,000
Other Instrumentation & Equipment	150,000
Total	205,000
Total Year 1 Investment	630,000

Summary of SPD Remodel Financing

Initial Investment	425,000				
Interest Rate	8.00%				
Term (years)	5				
SPD Equipment Useful Life (years)	7				
Payment Schedule	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Principal	(72,443.99)	(78,239.51)	(84,498.67)	(91,258.57)	(98,559.25)
Interest	(34,000.00)	(28,204.48)	(21,945.32)	(15,185.43)	(7,884.74)
Total Debt Service	(106,443.99)	(106,443.99)	(106,443.99)	(106,443.99)	(106,443.99)

Projected Annual Cashflows	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7
Surgical Operating Revenues	4,239,411.17	4,404,748.21	4,576,533.39	4,755,018.19	4,940,463.90	5,133,141.99	5,333,334.53
Surgical Operating Expenses	(3,759,118.16)	(3,920,785.42)	(4,089,405.44)	(4,265,277.26)	(4,448,712.75)	(4,640,037.19)	(4,839,589.86)
Annual Debt Service Payments	(106,443.99)	(106,443.99)	(106,443.99)	(106,443.99)	(106,443.99)	-	-
Routine Capital Allowance	(205,000.00)	(100,000.00)	(100,000.00)	(100,000.00)	(100,000.00)	(100,000.00)	(100,000.00)
Net	168,849.02	277,518.80	280,683.95	283,296.93	285,307.16	393,104.80	393,744.67
NPV	\$1,496,961.18						
ROI	352.23%						



Upper SPD Project Estimate

Sterile Processing & Surgical Services Financial Model

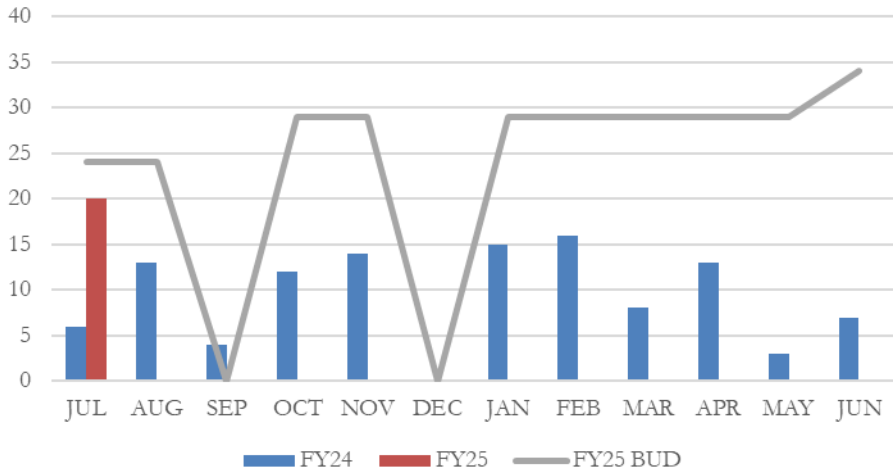
SPD Remodel Investment (5 Year Financing)	
Architectural & Engineering Fees	75,000
Construction	400,000
SPD Equipment	150,000
Total	625,000
Additional Routine Capital Needs	
Liposuction Equipment	55,000
Other Instrumentation & Equipment	150,000
Total	205,000
Total Year 1 Investment	830,000

Summary of SPD Remodel Financing					
Initial Investment	625,000				
Interest Rate	8.00%				
Term (years)	5				
SPD Equipment Useful Life (years)	7				
Payment Schedule	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
Principal	(106,535.28)	(115,058.11)	(124,262.76)	(134,203.78)	(144,940.08)
Interest	(50,000.00)	(41,477.18)	(32,272.53)	(22,331.51)	(11,595.21)
Total Debt Service	(156,535.28)	(156,535.28)	(156,535.28)	(156,535.28)	(156,535.28)

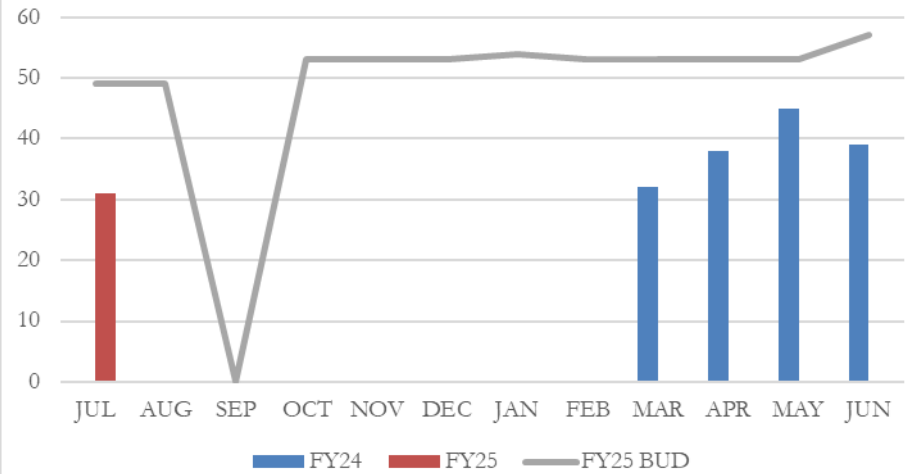
Projected Annual Cashflows	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Yr 7
Surgical Operating Revenues	4,239,411.17	4,404,748.21	4,576,533.39	4,755,018.19	4,940,463.90	5,133,141.99	5,333,334.53
Surgical Operating Expenses	(3,759,118.16)	(3,920,785.42)	(4,089,405.44)	(4,265,277.26)	(4,448,712.75)	(4,640,037.19)	(4,839,589.86)
Annual Debt Service Payments	(156,535.28)	(156,535.28)	(156,535.28)	(156,535.28)	(156,535.28)	-	-
Routine Capital Allowance	(205,000.00)	(100,000.00)	(100,000.00)	(100,000.00)	(100,000.00)	(100,000.00)	(100,000.00)
Net	118,757.72	227,427.51	230,592.66	233,205.64	235,215.87	393,104.80	393,744.67
NPV	\$1,296,961.18						
ROI	207.51%						



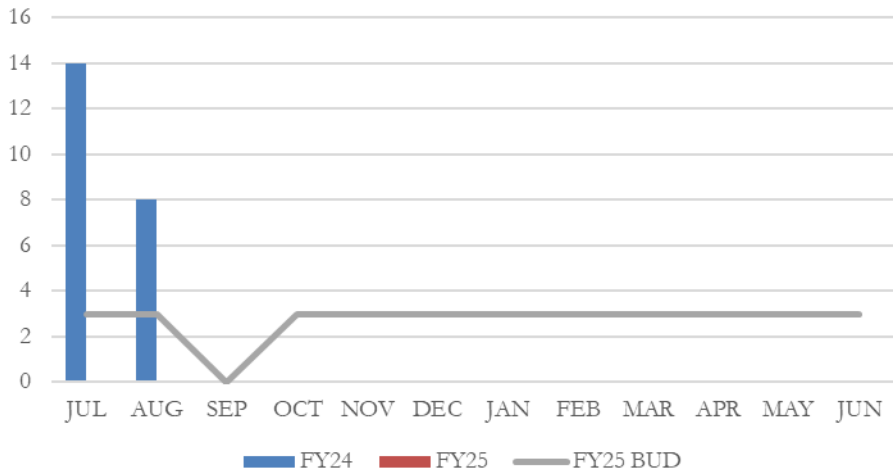
Pain Procedures



Hand/Plastics Procedures



Other



ER Provider Income Summary

All Providers

For The Budget Year 2025

Current Budget YTD

	ACT JUL	BUD JUL	ACT YTD	FY25 Budget	Variance
Provider Productivity Metrics					
Productive Days	31	31	31	31	0
Total Visits	551	489	551	489	62
Visits/Day	17.8	15.8	17.8	15.8	2.0
Operating Expenses					
Purchased Services	173,960	174,840	173,960	174,840	(880)
Other Expenses	5,087	4,018	5,087	4,018	1,069
Total Operating Expenses	179,047	178,858	179,047	178,858	189

