

**SUMMARY OF REQUEST**

**DATE:** January 26th, 2022

**FACILITY:** North Broward Hospital District

**PROGRAM/PRODUCT LINE:** *Not Applicable*

**REQUEST:** Acceptance of the Interim Financial Statement for the month of December 2021

**PURPOSE:** *Not Applicable*

**CAPITAL REQUIRED:** *Not Applicable*

**FISCAL IMPACT:** *Not Applicable*

**BUDGET STATUS:** *Not Applicable*

**LEGAL REVIEW:** *Not Applicable*



**APPROVED:** Shane Strum 01/14/2022 14:41 EST **DATE:** \_\_\_\_\_  
Shane Strum, President/CEO BH

**APPROVED:** Alex Fernandez 01/14/2022 14:55 EST **DATE:** \_\_\_\_\_  
Alex Fernandez, CFO/Chief Financial Officer

Company consolidation

	2022	2021
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	163,140,893.34	125,507,803.13
Cash & Investments Externally	13,676,056.26	12,961,268.47
Short-term investments	579,076,936.61	536,373,662.50
Assets whose use is limited and required for current liab	9,296,000.00	7,272,000.00
Due from patients and other net of allowance for uncoll.	188,586,300.86	132,834,205.52
Inventories	37,520,677.67	38,920,179.37
Est. third party payor	45,162,312.97	16,255,901.15
Net Taxes Receivable	23,027,586.80	21,096,171.80
Other Current Assets	66,501,364.17	53,717,454.57
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Total current assets	1,125,988,128.68	944,938,646.51
ASSETS WHOSE USE IS LIMITED:		
Held by trustee under bond indenture agreement for		
Held by trustee for self-ins.	39,761,822.16	39,713,435.71
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	39,761,822.16	39,713,435.71
Less amount required to meet current obligations	(9,296,000.00)	(7,272,000.00)
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Total assets whose use is limited, net	30,465,822.16	32,441,435.71
INVESTMENTS	176,792,531.02	307,841,222.38
CAPITAL ASSETS, NET	588,852,578.80	558,688,804.25
OTHER ASSETS	35,855,700.94	29,766,929.37
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TOTAL ASSETS	1,957,954,761.60	1,873,677,038.22
DEFERRED OUTFLOWS OF RESOURCES		
Accumulated decrease in fair		
LOSS ON DEBT REFUNDINGS	18,264,675.59	21,005,909.87
DEFERRED PENSION AMOUNTS	8,774,297.18	14,484,875.75
OPEB	21,860,907.00	24,407,457.00
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Total Outflows of Resources	48,899,879.77	59,898,242.62
Total Assets & Deferred Outflo	2,006,854,641.37	1,933,575,280.84
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Company consolidation

	2022	2021
LIABILITIES AND NET POSITION		
CURRENT LIABILITIES:		
Current maturities of revenue bonds payable	(5,815,000.00)	(5,540,000.00)
Current maturities of lease facility obligations	(7,012,604.76)	(1,747,694.30)
Advanced Funds-Property Taxes	(92,620,562.00)	(80,520,374.00)
Accounts payable and acc. exp	(160,282,539.93)	(127,533,368.32)
Accr salaries and payroll tax	(53,464,139.02)	(52,303,989.41)
Accrued personal leave	(30,071,330.66)	(29,713,565.57)
Estimated third-party payor	(95,288,650.73)	(95,949,779.50)
Interest Payable	(124,594.34)	0.00
Current portion of self-ins	(9,296,000.00)	(7,272,000.00)
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Total Current Liabilities	(453,975,421.44)	(400,580,771.10)
REVENUE BONDS, NET OF CURRENT	(317,181,475.14)	(324,366,706.08)
LEASE FACILITY OBLIG, NET OF	(11,520,998.26)	(2,620,972.13)
SELF-INS LIAB, NET OF CURRENT	(22,030,498.94)	(19,586,003.35)
NET PENSION LIABILITY	101,976,610.36	31,652,600.08
TOTAL OPEB LIABILITY	(67,816,199.11)	(188,841,163.05)
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Total liabilities	(770,547,982.53)	(904,343,015.63)
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DEFERRED INFLOWS OF RESOURCES		
DEFERRED PENSION AMOUNTS	(83,774,143.99)	(38,928,640.99)
OPEB	(14,781,834.00)	(5,243,362.00)
Deffered Inflow leases	(8,380,076.25)	0.00
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Total Deferred Inflows	(106,936,054.24)	(44,172,002.99)
NET POSITION		
Net Investments in Capital		
Assets	(265,587,176.23)	(245,419,341.61)
Restricted net assets-donor restrictions	(19,313,863.37)	(19,680,235.36)
Unrestricted	(844,469,564.63)	(719,960,684.88)
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Total Net Position	(1,129,370,604.23)	(985,060,261.85)
TOTAL LIAB, DEF. INFL & NET PO	(2,006,854,641.00)	(1,933,575,280.47)
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Operating Statement  
Summary  
FY 2022  
Dec-2021

	Current Month			Prior MTD			YTD			Prior YTD		
	Act	Bud	Var	Act	Var		Act	Bud	Var	Act	Var	
	Net Gain / (Loss) From Operations											
Total System	(12,861,336)	(14,911,867)	2,050,531	(15,172,115)	2,310,779		(100,601,958)	(95,059,736)	(5,542,222)	(103,215,973)	2,614,014	
Combined Med Centers												
BHMC	(6,674,438)	(6,625,680)	(49,758)	(8,050,219)	1,374,781		(64,149,066)	(48,440,981)	(15,708,085)	(69,532,695)	5,383,629	
BHNC	(3,374,257)	(2,507,612)	(866,645)	(2,336,568)	(1,037,669)		(22,938,007)	(14,166,088)	(8,771,919)	(30,889,852)	7,951,845	
BHNP	(2,714,622)	(1,867,305)	(847,317)	(3,194,103)	479,481		(22,013,163)	(16,982,086)	(5,031,077)	(18,317,718)	(3,695,445)	
BHCS	(1,184,827)	(1,465,630)	280,803	(1,635,747)	450,920		(13,034,663)	(11,027,660)	(2,007,003)	(12,690,591)	(344,102)	
	598,269	(765,083)	1,363,352	(883,801)	1,482,069		(6,163,203)	(6,265,147)	101,944	(7,634,534)	1,471,331	
Combined Ambulatory												
Broward Health Imaging	(4,127,718)	(4,756,723)	631,005	(5,199,392)	1,071,674		(25,127,166)	(28,266,080)	3,138,914	(30,146,235)	5,019,069	
Broward Health Weston	(86,276)	(35,226)	(51,050)	(31,567)	(54,709)		(288,159)	(242,979)	(45,180)	(233,589)	(54,560)	
BHUC Centers	(81,330)	(158,921)	78,591	(132,044)	50,714		(567,776)	(1,012,530)	414,754	(980,174)	382,398	
Broward Health CHS Primary Ca	(193,948)	(2,191)	(111,253)	(35,298)	21,854		(288,816)	(204,601)	(84,215)	(304,469)	15,653	
Home Health	(184,726)	(479,651)	279,663	(742,760)	542,772		(2,459,832)	(3,096,403)	636,570	(4,835,445)	2,375,613	
Home Hospice	(189,916)	(184,726)	(5,190)	(189,897)	(20)		(1,173,896)	(1,081,424)	(87,472)	(1,170,574)	(8,321)	
Hospice Inpatient	(64,635)	(45,870)	(18,765)	(45,098)	(19,537)		(361,419)	(274,863)	(86,457)	(218,471)	(142,949)	
Broward Health Physician Group	(106,628)	(98,803)	(7,822)	(172,951)	66,325		(259,989)	(582,121)	332,133	(759,762)	489,764	
	(3,355,504)	(3,752,335)	396,832	(3,848,776)	464,274		(19,692,280)	(21,751,059)	2,058,780	(21,633,752)	1,941,472	
Broward Health Corporate Office	(990,350)	(0)	(990,350)	(958,956)	(31,394)		(0)	0	(0)	(0)	(0)	
Broward Health Corporate Other	(177,806)	(2,580,038)	2,402,232	(911)	(176,895)		(5,283,699)	(13,347,684)	8,063,985	(7,061)	(5,276,639)	
Broward Health TPA	100	(30,999)	31,100	(44,266)	44,366		(112,188)	(185,000)	72,812	(269,506)	157,318	
Broward Health Foundation	(76,203)	(112,957)	36,754	(101,446)	25,244		(520,245)	(673,871)	153,626	(454,730)	(65,515)	
Broward Health ACO	(60,995)	(339)	(60,656)	(76,773)	15,778		(383,116)	5,020	(398,136)	(571,661)	178,545	
CDTC	(66,196)	(84,184)	17,988	(163,966)	97,770		(921,981)	(449,519)	(472,462)	(982,284)	70,303	
Real Estate & Property Managemen	350,258	459,466	(109,208)	270,218	80,010		2,343,312	2,946,556	(603,245)	1,887,784	455,528	
GME	(1,036,999)	(1,178,413)	141,423	(846,432)	(190,557)		(6,437,809)	(6,648,178)	210,368	(3,129,584)	(3,308,225)	
Excess Revenue Over Expenses												
Total System	11,315,665	104,160	11,211,505	20,292,679	(8,977,014)		(454,568)	(4,882,989)	4,428,421	67,190,458	(67,646,026)	
Combined Med Centers												
BHMC	4,565,625	4,509,284	56,341	2,368,724	2,196,801		3,634,679	18,368,801	(14,734,122)	29,317,684	(26,683,005)	
BHNC	1,512,235	2,368,129	(855,895)	1,979,376	(467,142)		6,530,330	15,086,361	(8,556,031)	9,987,282	(3,456,962)	
BHNP	129,159	949,947	(820,789)	(23,382)	152,540		(4,800,832)	(78,571)	(4,722,361)	708,336	(5,509,267)	
BHCS	115,270	(240,274)	355,543	(265,641)	380,910		(5,430,096)	(3,675,224)	(1,754,872)	(818,507)	(4,611,589)	
	2,808,862	1,431,481	1,377,381	678,370	2,130,492		7,335,376	7,034,235	301,141	19,440,564	(12,105,189)	
Combined Ambulatory												
Broward Health Imaging	(4,056,966)	(4,660,830)	603,864	(5,098,385)	1,041,419		(24,680,668)	(27,598,141)	2,917,273	(29,463,487)	4,782,619	
Broward Health Weston	(86,276)	(35,226)	(51,050)	(31,567)	(54,709)		(288,159)	(242,979)	(45,180)	(233,589)	(54,560)	
BHUC Centers	(105,287)	(183,672)	78,385	(156,365)	51,078		(741,517)	(1,155,037)	413,520	(1,136,098)	394,581	
Broward Health CHS Primary Ca	(13,817)	(2,191)	(11,627)	(35,298)	21,480		(290,195)	(204,601)	(85,594)	(304,469)	14,274	
Home Health	(200,267)	(469,505)	269,238	(728,930)	528,662		(2,462,167)	(2,954,946)	492,782	(4,675,768)	2,213,601	
Home Hospice	(101,308)	(96,118)	(5,191)	(101,289)	(20)		(647,248)	(559,774)	(87,474)	(638,922)	(8,325)	
Hospice Inpatient	(41,745)	(22,979)	(18,765)	(22,208)	(19,537)		(224,079)	(137,621)	(86,459)	(81,127)	(142,953)	
Broward Health Physician Group	(106,626)	(98,803)	(7,822)	(172,951)	66,325		(259,989)	(582,121)	332,133	(759,762)	489,764	
	(3,401,640)	(3,752,335)	350,695	(3,848,778)	448,138		(19,767,515)	(21,751,059)	1,983,545	(21,633,752)	1,866,237	
Broward Health Corporate Office	8,296,461	1,520,159	6,776,303	(15,596,855)	17,693,530		9,120,951	8,572,579	70,564,928	(52,871,398)	7,691,690	
Broward Health Corporate Other	1,983,582	(418,650)	2,402,232	(911)	1,984,493		7,684,630	(379,355)	8,063,984	(7,061)	(5,276,639)	
Broward Health TPA	(1,585)	(30,999)	29,415	(15,709)	(17,248)		(61,269)	(185,000)	123,731	39,428	(100,697)	
Broward Health Foundation	1,105,752	(86,616)	1,192,368	(228,157)	1,333,909		152,500	(515,822)	668,322	(941,280)	993,790	
Broward Health ACO	(60,995)	(339)	(60,656)	(76,773)	15,778		(393,116)	5,020	(398,136)	(571,661)	178,545	
CDTC	150,303	(8,901)	159,204	(4,660)	154,963		(505,932)	2,178	(508,109)	(606,282)	100,350	
Real Estate & Property Managemen	370,577	459,466	(88,889)	270,218	100,329		2,459,087	2,946,556	(487,470)	1,887,784	571,303	
GME	(1,036,989)	(1,178,413)	141,423	(846,432)	(190,557)		(6,437,809)	(6,648,178)	210,368	(3,129,584)	(3,308,225)	

TOTAL SYSTEM  
OPERATING STATEMENT  
FY22

December FY22

For the Month of December										YTD Thru December					
December - 2022		December - 2021		December - 2022		December - 2021		December - 2022		December - 2021		December - 2022		December - 2021	
Actual	Budget	Variance	Percent	Actual	Over/(Under)	Actual	Var to Prior MTD	Actual	Percent	Actual	Over/(Under)	Actual	Over/(Under)	Actual	Percent
															Percent
Patient Revenue															
276,865,408	263,069,014	13,796,394	5.2%	234,705,823	42,159,585	18.0%		1,716,441,080	1,562,640,027	153,801,053	9.8%	1,374,296,011	342,145,069	24.9%	
183,465,071	174,104,235	9,360,837	5.4%	150,484,907	32,980,164	21.9%		1,034,338,256	1,032,952,159	1,386,097	0.1%	823,413,692	210,924,563	25.6%	
20,653,655	25,953,029	(5,299,374)	(20.4%)	22,945,724	(2,292,069)	(10.0%)		133,906,135	147,443,014	(13,536,878)	(9.2%)	125,519,489	8,386,646	6.7%	
480,984,135	463,126,278	17,857,857	3.9%	408,136,454	72,847,680	17.8%		2,884,685,471	2,743,035,199	141,650,272	5.2%	2,323,229,192	561,456,279	24.2%	
Deductions From Revenue															
5,358,225	10,209,644	(4,851,419)	(47.5%)	6,638,487	(1,280,262)	(19.3%)		37,079,469	60,535,213	(23,455,745)	(38.7%)	44,765,215	(7,685,746)	(17.2%)	
358,365,322	313,333,553	45,031,768	14.4%	303,268,758	55,096,564	18.2%		2,146,630,630	1,855,707,316	290,923,314	15.7%	1,697,275,869	449,354,760	26.5%	
18,788,053	56,812,629	(38,024,576)	(66.9%)	15,850,087	2,937,966	18.5%		136,158,985	334,270,921	(198,111,936)	(59.3%)	129,931,109	6,227,876	4.8%	
382,511,600	380,355,826	2,155,773	0.6%	325,757,331	56,754,268	17.4%		2,319,869,083	2,250,513,450	69,355,633	3.1%	1,871,972,193	447,896,890	23.9%	
Net Patient Revenue															
98,472,535	82,770,451	15,702,084	19.0%	82,379,123	16,093,412	19.5%		564,816,388	492,521,749	72,294,639	14.7%	451,257,000	113,559,388	25.2%	
Reimbursement															
16,246,714	18,808,447	(2,561,733)	(13.6%)	15,166,416	1,080,298	7.1%		84,935,096	110,575,671	(25,640,574)	(23.2%)	90,594,338	(5,659,241)	(6.2%)	
7,739,427	3,973,706	3,765,721	94.8%	8,029,592	(290,165)	(3.6%)		26,954,293	23,559,451	3,414,842	14.5%	25,993,634	960,660	3.7%	
8,413,360	7,459,087	954,272	12.8%	5,875,808	2,537,551	43.2%		44,089,769	43,676,834	412,935	0.9%	34,634,664	9,455,106	27.3%	
86,541,848	59,439,151	27,102,697	45.6%	56,140,563	30,401,285	54.2%		466,024,102	349,150,949	116,873,153	33.5%	318,708,208	147,315,894	46.2%	
(20,468,783)	(6,909,940)	(13,558,844)	(196.2%)	(2,833,257)	(17,635,526)	622.4%		(57,186,842)	(34,421,156)	(22,765,686)	(66.1%)	(18,673,843)	(38,512,999)	206.2%	
98,472,566	82,770,451	15,702,114	19.0%	82,379,123	16,093,443	19.5%		564,816,419	492,521,749	72,294,670	14.7%	451,257,000	113,559,419	25.2%	
Total Reimbursement															
2,515,954	2,544,227	(28,273)	(1.1%)	2,842,728	(326,774)	(11.5%)		15,095,724	15,265,363	(169,639)	(1.1%)	17,056,367	(1,960,644)	(11.5%)	
1,871,460	1,901,263	(29,804)	(1.6%)	2,282,092	(410,632)	(18.0%)		10,468,272	11,364,829	(896,557)	(7.9%)	10,906,119	(437,846)	(4.0%)	
299,046	424,203	(125,157)	(29.5%)	394,722	(95,672)	(24.2%)		2,059,220	2,506,448	(447,227)	(17.8%)	2,372,648	(313,428)	(13.2%)	
103,158,995	87,640,145	15,518,850	17.7%	87,898,664	15,260,330	17.4%		592,439,604	521,658,389	70,781,215	13.6%	481,592,133	110,847,471	23.0%	
Total Net Reimbursement															
7,697,165	7,200,232	496,933	6.9%	6,633,183	1,063,982	16.0%		44,826,969	42,523,843	2,303,126	5.4%	37,800,284	7,026,685	18.6%	
Other Operating Revenue															
110,856,160	94,840,377	16,015,782	16.9%	94,531,848	16,324,312	17.3%		637,266,573	564,182,231	73,084,341	13.0%	519,392,418	117,874,155	22.7%	
Total Operating Revenue															
Operating Expenses															
61,813,503	50,390,131	11,423,372	22.7%	49,681,301	12,132,202	24.4%		377,777,772	301,906,339	75,871,433	25.1%	290,733,311	87,044,460	29.9%	
10,219,276	10,846,328	(627,053)	(5.8%)	10,935,588	(716,312)	(6.6%)		66,263,543	64,885,771	1,377,773	2.1%	62,679,654	3,585,889	5.7%	
5,998,443	6,189,094	(190,650)	(3.1%)	6,130,791	(132,347)	(2.2%)		35,860,687	38,387,904	(2,527,217)	(6.6%)	34,606,483	1,254,204	3.6%	
10,428,843	10,028,407	400,436	4.0%	9,496,719	932,124	9.8%		55,663,643	60,354,091	(4,690,448)	(7.8%)	51,616,298	4,047,345	7.8%	
24,579,625	21,343,359	3,236,266	15.2%	22,678,125	1,901,500	8.4%		136,243,860	126,882,485	9,361,375	7.4%	118,829,670	17,414,190	14.7%	
721,774	766,749	(44,975)	(5.9%)	675,269	46,505	6.9%		4,424,866	4,600,492	(175,626)	(3.8%)	4,013,699	411,167	10.2%	
1,745,729	1,496,685	249,044	16.6%	1,533,513	212,216	13.8%		9,325,101	9,149,739	175,363	1.9%	9,052,327	272,774	3.0%	
761,398	1,148,254	(386,857)	(33.7%)	1,068,762	(307,364)	(28.8%)		4,741,736	6,925,004	(2,183,269)	(31.5%)	6,090,193	(1,348,457)	(22.1%)	
1,780,792	1,504,380	276,412	18.4%	1,521,475	259,317	17.0%		10,311,309	9,289,968	1,021,341	11.0%	9,400,539	910,770	9.7%	
999,061	1,032,393	(33,332)	(3.2%)	1,029,665	(30,664)	(3.0%)		5,994,066	6,194,358	(200,292)	(3.2%)	6,177,990	(183,924)	(3.0%)	
(146,621)	461,155	(607,777)	(131.8%)	530,495	(677,116)	(127.6%)		2,450,708	2,653,571	(202,863)	(7.6%)	2,725,805	(275,097)	(10.1%)	
118,901,823	105,206,935	13,694,887	13.0%	105,281,702	13,620,121	12.9%		709,057,291	631,229,721	77,827,571	12.3%	595,925,969	113,131,322	19.0%	
Total Operating Expenses															
Common Service															
0	0	0	0.0%	(0)	0	0.0%		0	0	(0)	0.0%	0	0	0.0%	
4,815,674	4,545,309	270,364	5.9%	4,422,261	393,413	8.9%		28,811,240	28,012,246	798,993	2.9%	26,682,421	2,128,818	8.0%	
123,717,496	109,752,245	13,965,251	12.7%	109,703,963	14,013,533	12.8%		737,868,531	659,241,967	78,626,564	11.9%	622,608,390	115,260,141	18.5%	
Depreciation & Amortization															
Total Expenses															



TOTAL SYSTEM  
OPERATING STATEMENT  
FY22

December FY22

For the Month of December										YTD Thru December				
December - 2022/December - 2021					Over/(Under)					December - 2022				
Actual	Budget	Variance	Percent	Actual	Var to Prior MTD	Percent	Description	December - 2022 Actual	December - 2022 Budget	Over/(Under) Variance	YTD Percent	December - 2021 Actual	Over/(Under) Var to Prior YTD	Percent
(12,861,336)	(14,911,867)	2,050,531	13.8%	(15,172,115)	2,310,779	(15.2%)	Gain/(Loss) from Operations	(100,601,958)	(95,059,736)	(5,542,222)	(5.8%)	(103,215,973)	2,614,014	(2.5%)
Non-Operating Revenue														
14,840,768	15,061,873	(221,105)	(1.5%)	13,154,957	1,685,811	12.8%	Unrestricted Tax Revenue	90,132,541	90,371,238	(238,697)	(0.3%)	74,338,741	15,793,800	21.2%
1,802,491	1,071,948	730,543	68.2%	1,231,558	570,933	46.4%	Dividend/Interest Income	6,811,707	6,431,688	380,019	5.9%	5,849,293	962,414	16.5%
8,054,481	759,278	7,295,203	960.8%	22,170,786	(14,116,305)	63.7%	Gain/(Loss) on Investment	13,347,054	4,555,669	8,791,386	193.0%	63,473,689	(50,126,634)	(79.0%)
1,535,041	250,030	1,285,011	513.9%	445,070	1,089,971	244.9%	Donated Revenue	2,648,232	1,500,181	1,148,051	76.5%	1,175,193	1,473,039	125.3%
337,580	351,812	(14,232)	(4.0%)	1,105,516	(767,936)	(69.5%)	Non Operating Revenue - Other	2,180,174	2,191,455	(11,281)	(0.5%)	40,668,707	(38,488,533)	(94.6%)
Non-Operating Expense														
1,421,539	1,364,877	56,662	4.2%	1,407,942	13,598	1.0%	Interest Expense	8,523,304	8,169,265	334,040	4.1%	8,452,789	70,515	0.8%
221,156	225,400	(4,244)	(1.9%)	227,035	(5,878)	(2.6%)	Investment Management Fees	1,314,627	1,352,400	(37,773)	(2.8%)	1,283,957	30,670	2.4%
35,793	152,897	(117,103)	(76.6%)	271,705	(235,911)	(86.8%)	Donated Expense	845,168	917,380	(72,213)	(7.9%)	943,975	(98,807)	(10.5%)
714,702	735,740	(20,870)	(2.8%)	736,412	(21,542)	(2.9%)	Medicaid County Funding	4,289,219	4,414,439	(125,220)	(2.8%)	4,418,471	(129,252)	(2.9%)
24,177,002	15,016,028	9,075,419	60.4%	35,464,794	(11,287,792)	(31.8%)	Total Non-Operating	100,147,390	90,176,747	10,069,477	11.2%	170,406,430	(70,259,040)	(41.2%)
11,315,665	104,160	11,211,505	10763.7%	20,292,679	(8,977,014)	(44.2%)	Excess of Revenue Over Expenses	(454,566)	(4,882,989)	4,428,421	90.7%	67,190,458	(67,645,026)	(100.7%)
Key Indicators														
46,237	44,022	2,215	5.0%	40,195	6,042	15.0%	Adj Patient Days	278,536	260,983	17,553	6.7%	234,143	44,393	19.0%
7,642	7,990	(348)	(4.4%)	7,048	594	8.4%	Adm Admission	44,177	47,238	(3,061)	(6.5%)	39,669	4,508	11.4%
75,738	74,095	1,643	2.2%	66,764	8,974	13.4%	ED/Outp/Safe Visits	325,746	333,820	(11,925)	(3.6%)	378,762	(33,016)	(8.7%)
4,399	4,539	(140)	(3.1%)	4,053	346	8.5%	Admissions	26,286	26,910	(624)	(2.3%)	23,466	2,820	12.0%
26,615	25,006	1,609	6.4%	23,115	3,500	15.1%	Patient Days	165,734	148,675	17,059	11.5%	138,506	27,228	19.7%
6.1	5.5	0.5	9.8%	5.7	0.3	6.1%	ALOS	6.3	5.5	0.8	14.1%	5.9	0.4	6.8%
1,492	1,420	71.4	5.0%	1,297	194.9	15.0%	EOB	1,514	1,418	95.4	6.7%	1,273	241	19.0%
5.2	5.9	(0.7)	(11.4%)	5.9	(0.7)	(11.9%)	EEOB	5.2	5.8	(0.6)	(10.9%)	5.8	(0.6)	(10.7%)
65.0%	64.6%	0.4%	0.6%	64.1%	0.9%	1.3%	Sal/Ben % NOR	69.7%	65.0%	4.7%	7.2%	68.0%	1.6%	2.4%
22.2%	22.5%	-0.3%	(1.5%)	24.0%	-1.8%	(7.6%)	Supplies % NOR	21.4%	22.5%	-1.1%	(4.9%)	22.9%	-1.5%	(6.6%)
20.1%	23.9%	-3.8%	(15.7%)	23.3%	-3.2%	(13.6%)	Other Exp % NOR	20.2%	24.4%	-4.2%	(17.1%)	23.8%	-3.6%	(15.1%)
-7.3%	-10.9%	3.7%	(33.6%)	-11.4%	4.1%	(36.2%)	Oper EBITDPR % NOR	-11.3%	-11.9%	0.6%	(5.2%)	-14.7%	3.5%	(23.5%)
FTE's - Total														
7,747.6	8,326.8	(579.2)	(7.0%)	7,648.1	99.5	1.3%	FTE's/AOB	7,883.0	8,287.4	(404.4)	(4.9%)	7,418.7	464.3	6.3%
5.19	5.86	(0.7)	(11.4%)	5.9	(0.7)	(11.9%)	FTE's/AA	5.21	5.84	(0.6)	(10.9%)	5.83	(0.6)	(10.7%)
179.6	184.6	(5.0)	(2.7%)	192.2	(12.6)	(6.6%)	Productive Hours/AA	187.62	184.46	3.2	1.7%	196.63	(9.0)	(4.6%)
155.3	161.8	(6.5)	(4.0%)	164.3	(9.1)	(5.5%)	Productive Hours/APD	164.0	161.7	2.3	1.4%	171.2	(7.2)	(4.2%)
29.7	33.5	(3.8)	(11.4%)	33.7	(4.0)	(11.9%)	Hours/APD	29.8	33.4	(3.6)	(10.9%)	33.3	(3.6)	(10.7%)
25.7	29.4	(3.7)	(12.6%)	28.8	(3.2)	(10.9%)	Productive Hours/APD	26.0	29.3	(3.3)	(11.1%)	29.0	(3.0)	(10.3%)
45.04	34.16	10.88	31.8%	36.67	8.4	22.8%	Average Hourly Rate	45.58	34.65	10.93	31.6%	37.27	8.3	22.3%
Total Reimb/APD														
2,130	1,880	249.5	13.3%	2,049	80.3	3.9%	NOR/APD	2,028	1,887	140.6	7.5%	1,927	100.5	5.2%
2,398	2,154	243.2	11.3%	2,352	45.8	1.9%	Salary/APD	2,288	2,162	126.2	5.8%	2,218	69.6	3.1%
1,337	1,145	192.2	16.8%	1,136	100.9	8.2%	Supplies/APD	1,356	1,157	199.5	17.2%	1,242	114.6	9.2%
532	485	46.8	9.6%	564	(32.6)	(5.8%)	Total Expense/APD	489	486	3.0	0.6%	508	(18.4)	(3.6%)
2,676	2,433	182.6	7.3%	2,729	(53.5)	(2.0%)	FTE's/APD	2,649	2,526	123.1	4.9%	2,659	(10.0)	(0.4%)
0.17	0.19	(0.02)	0.0%	0.19	(0.02)	0.0%		0.03	0.03	(0.00)	0.0%	0.03	(0.00)	0.0%

TOTAL SYSTEM  
OPERATING STATEMENT  
FY22

December FY22

For the Month of December										YTD Thru December									
December - 2022/December - 2021				December - 2021				December - 2022				December - 2021							
Actual	Budget	Variance	Percent	Actual	Var to Prior MTD	Percent	Description	Actual	Budget	Variance	Percent	Actual	Var to Prior YTD	Percent	Actual	Var to Prior YTD	Percent		
62,938	57,963	4,975.1	8.6%	57,909	5,029.1	8.7%	GPR/AA	65,299	58,069	7,230	12.5%	58,565	6,733.3	11.5%	58,565	6,733.3	11.5%		
14,506	11,870	2,636.0	22.2%	13,413	1,093.1	8.1%	NOR/AA	11,943	2,482	2,482	20.8%	13,093	1,332.2	10.2%	13,093	1,332.2	10.2%		
12,885	10,359	2,526.2	24.4%	11,689	1,196.9	10.2%	NET REV/AA	12,785	10,426	2,359	22.6%	11,376	1,409.8	12.4%	11,376	1,409.8	12.4%		
16,189	13,736	2,452.6	17.9%	15,566	623.3	4.0%	Total Expense/AA	16,703	13,956	2,747	19.7%	15,695	1,007.5	6.4%	15,695	1,007.5	6.4%		
1,186,653	1,292,597	(105,944)	(8.2%)	1,158,223	28,430.2	2.5%	Productive Hours	7,244,518	7,636,237	(391,719)	(5.1%)	6,791,145	453,372.4	6.7%	6,791,145	453,372.4	6.7%		
185,777	182,436	3,341	1.8%	196,582	(10,805.2)	(5.5%)	Non-Productive Hours	1,043,878	1,077,396	(33,518)	(3.1%)	1,009,055	34,822.6	3.5%	1,009,055	34,822.6	3.5%		
1,372,430	1,475,033	(102,603)	(7.0%)	1,354,805	17,625.0	1.3%	Total Hours	8,288,396	8,713,633	(425,237)	(4.9%)	7,800,201	488,195.1	6.3%	7,800,201	488,195.1	6.3%		
13.0%	2.9%	10.1%	0.0%	6.3%	6.8%	0.0%	Prem% of Prod Hours	13.3%	4.1%	9.1%	0.0%	5.0%	8.3%	0.0%	5.0%	8.3%	0.0%		
5.9%	1.7%	4.2%	0.0%	2.6%	3.3%	0.0%	OT% of Prod Hours	5.8%	1.7%	4.1%	0.0%	2.5%	3.3%	0.0%	2.5%	3.3%	0.0%		
Operating Indicators																			
3,215	3,053	162	5.3%	2,942	273.0	9.3%	Admissions - ED	19,419	17,796	1,623	9.1%	17,152	2,267.0	13.2%	17,152	2,267.0	13.2%		
0	0	0	0.0%	0	0.0	0.0%	Admissions - Trauma	0	0	0	0.0%	0	0.0	0.0%	0	0.0	0.0%		
377	356	21	5.9%	362	15.0	4.1%	Admissions - Nursery	2,275	2,114	161	7.6%	2,122	153.0	7.2%	2,122	153.0	7.2%		
843	894	(51)	(5.7%)	822	21.0	2.6%	Patient Days - Nursery	5,117	5,176	(59)	(1.1%)	4,770	347.0	7.3%	4,770	347.0	7.3%		
5,041	4,950	91	1.8%	4,545	496.0	10.9%	Discharges	29,688	29,419	269	0.9%	26,300	3,388.0	12.9%	26,300	3,388.0	12.9%		
22,699	20,411	2,288	11.2%	16,622	6,077.0	36.6%	ER Dept Visits	123,279	115,421	7,858	6.8%	94,406	28,873.0	30.6%	94,406	28,873.0	30.6%		
429	384	45	11.7%	336	93.0	27.7%	Trauma Visits	2,240	2,214	26	1.2%	2,054	186.0	9.1%	2,054	186.0	9.1%		
23,128	20,795	2,333	11.2%	16,958	6,170.0	36.4%	Total ER Dept/Trauma Visits	125,519	117,635	7,884	6.7%	96,460	29,059.0	30.1%	96,460	29,059.0	30.1%		
15,341	15,340	1	0.0%	14,997	344.0	2.3%	Outpatient Visits	91,387	95,152	(3,765)	(4.0%)	84,020	7,367.0	8.8%	84,020	7,367.0	8.8%		
567	538	29	5.4%	543	24.0	4.4%	Clinic Visits	3,321	3,398	(77)	(2.3%)	3,441	(120.0)	(3.5%)	3,441	(120.0)	(3.5%)		
2,627	2,166	461	21.3%	2,269	358.0	15.8%	SSP Cases	14,399	13,292	1,107	8.3%	12,487	1,912.0	15.3%	12,487	1,912.0	15.3%		
4,144	3,265	879	26.9%	3,474	669.8	19.3%	SSP Days	21,978	19,841	2,137	10.8%	18,116	3,861.9	21.3%	18,116	3,861.9	21.3%		
923	1,048	(125)	(11.9%)	951	(28.0)	(2.9%)	Surgeries IP	5,409	6,166	(757)	(12.3%)	5,165	244.0	4.7%	5,165	244.0	4.7%		
1,288	1,383	(95)	(6.9%)	1,256	32.0	2.5%	Surgeries OP	7,310	8,416	(1,106)	(13.1%)	6,729	581.0	8.6%	6,729	581.0	8.6%		
2,211	2,431	(220)	(9.0%)	2,207	4.0	0.2%	Total Surgeries	12,719	14,582	(1,863)	(12.8%)	11,894	825.0	6.9%	11,894	825.0	6.9%		
2,107,743	2,173,030	(65,287)	(3.0%)	1,972,987	134,756.0	6.8%	Procedures IP	14,140,142	12,964,269	1,175,873	9.1%	11,870,845	2,269,297.0	19.1%	11,870,845	2,269,297.0	19.1%		
684,512	674,508	10,004	1.5%	600,716	83,796.0	13.9%	Procedures OP	3,965,633	4,035,786	(70,153)	(1.7%)	3,402,618	563,015.0	16.5%	3,402,618	563,015.0	16.5%		
2,792,255	2,847,538	(55,283)	(1.9%)	2,573,703	218,552.0	8.5%	Total Procedures	18,105,775	17,000,055	1,105,720	6.5%	15,273,463	2,832,312.0	18.5%	15,273,463	2,832,312.0	18.5%		
68,154	62,127	6,027	9.7%	55,849	12,304.8	22.0%	Physician RVUs	393,421	348,998	44,423	12.7%	288,411	105,010.2	36.4%	288,411	105,010.2	36.4%		
24,579	21,672	2,907	13.4%	20,355	4,224.0	20.8%	Physician Office Visits	136,259	121,928	14,331	11.8%	112,613	23,646.0	21.0%	112,613	23,646.0	21.0%		
1,774	1,709	65	3.8%	1,738	36.0	2.1%	BH Weston Visits	10,902	10,142	760	7.5%	8,894	2,008.0	22.6%	8,894	2,008.0	22.6%		
0	(0)	0	0.0%	686	(686.0)	(100.0%)	BHUC Center Visits	0	(0)	0	0.0%	3,779	(3,779.0)	(100.0%)	3,779	(3,779.0)	(100.0%)		
73	127	(54)	(42.4%)	116	(43.0)	(37.1%)	BH Imaging Visits	550	728	(178)	(24.4%)	486	64.0	13.2%	486	64.0	13.2%		
5,685	7,407	(1,722)	(23.3%)	6,216	(531.0)	(8.5%)	Primary Care Visits	36,414	42,265	(5,851)	(13.8%)	37,622	(1,208.0)	(3.2%)	37,622	(1,208.0)	(3.2%)		
1,071	1,659	(588)	(35.4%)	1,317	(246.0)	(18.7%)	Gold Coast Visits	6,573	9,848	(3,275)	(33.3%)	7,604	(1,031.0)	(13.6%)	7,604	(1,031.0)	(13.6%)		
3,520	4,848	(1,328)	(27.4%)	3,838	(318.0)	(8.3%)	CDTC Visits	23,477	29,090	(5,613)	(19.3%)	23,843	(366.0)	(1.5%)	23,843	(366.0)	(1.5%)		
36,702	37,422	(720)	(1.9%)	34,266	2,436.0	7.1%	Physician Visits	214,175	214,001	174	0.1%	194,841	19,334.0	9.9%	194,841	19,334.0	9.9%		
9,927	11,080	(1,153)	(10.4%)	10,938	(1,011.0)	(9.2%)	Pharmacy	58,459	63,589	(5,130)	(8.1%)	61,899	(3,440.0)	(5.6%)	61,899	(3,440.0)	(5.6%)		
101	121	(20)	(16.8%)	114	(13.0)	(11.4%)	GC Admits	587	721	(134)	(18.5%)	637	(50.0)	(7.8%)	637	(50.0)	(7.8%)		
122	125	(3)	(2.5%)	120	2.0	1.7%	GC Pt Days	696	743	(47)	(6.3%)	588	108.0	18.4%	588	108.0	18.4%		
578,764	551,418	27,346	5.0%	520,550	58,213.2	11.2%	Manual Statistics	3,406,889	3,216,660	190,228	5.9%	2,903,068	503,820.2	17.4%	2,903,068	503,820.2	17.4%		
PAYOR UTILIZ - MED CTR																			
723	910	(187)	(20.5%)	707	16.0	2.3%	Medicare Admissions	4,095	5,374	(1,279)	(23.8%)	4,057	38.0	0.9%	4,057	38.0	0.9%		
4,450	4,624	(174)	(3.8%)	3,913	537.0	13.7%	Medicare Patient Days	24,802	27,630	(2,828)	(10.2%)	23,648	1,154.0	4.9%	23,648	1,154.0	4.9%		
16.44%	20.05%	(4%)	(18.0%)	17.44%	-1.37%	(5.8%)	Medicare Utilization	15.58%	19.97%	(4%)	(22.0%)	17.29%	-1.7%	(9.9%)	17.29%	(9.9%)			
6.2	5.1	1.1	21.1%	5.5	0.6	11.2%	ALOS - Medicare	6.1	5.1	0.9	17.8%	5.8	0.2	3.9%	5.8	0.2	3.9%		

PAYOR UTILIZ - MED CTR

Medicare Admissions  
Medicare Patient Days  
Medicare Utilization  
ALOS - Medicare

4095  
24,802  
15.58%  
6.1

5,374  
27,630  
19.97%  
5.1

(1,279)  
(2,828)  
(4%)  
0.9

(23.8%)  
(10.2%)  
(22.0%)  
17.8%

4,057  
23,648  
17.29%  
5.8

38.0  
1,154.0  
-1.7%  
0.2

0.9%  
4.9%  
(9.9%)  
3.9%

# COMBINED MONTHLY PAYOR STATISTICS

## FY22

December FY22

For the Month of December

YTD Thru December

	Dec-2021	Dec-2021	Better/(Worse)	Percent	Dec-2020	***	Dec-2021	Dec-2021	Better/(Worse)	Percent	Dec-2020
	Actual	Budget	Variance	Variance	Actual	***	Actual	Budget	Variance	Variance	Actual

### ADMISSIONS

#### PAYOR TYPE

MEDICARE	723	910	(187)	(20.5%)	707		4,095	5,374	(1,279)	(23.8%)	4,057
MEDICAID	325	382	(57)	(14.9%)	333		2,049	2,275	(226)	(9.9%)	2,059
HMO/PRO/COMM	1,224	1,126	98	8.7%	1,106		7,566	6,692	874	13.1%	6,185
HMO/PRO-MCARE	903	783	120	15.3%	747		5,225	4,640	585	12.6%	4,440
HMO/PRO-MCAID	676	672	4	0.6%	574		4,036	3,975	61	1.5%	3,437
CHARITY	47	118	(71)	(60.2%)	47		314	697	(383)	(54.9%)	343
PRIVATE PAY	501	548	(47)	(8.5%)	539		3,001	3,257	(256)	(7.9%)	2,945
<b>TOTAL ADMITS</b>	<b>4,399</b>	<b>4,539</b>	<b>(140)</b>	<b>(3.1%)</b>	<b>4,053</b>		<b>26,286</b>	<b>26,910</b>	<b>(624)</b>	<b>(2.3%)</b>	<b>23,466</b>

### PATIENT DAYS

#### PAYOR TYPE

MEDICARE	4,450	4,624	(174)	(3.8%)	3,913		24,802	27,630	(2,828)	(10.2%)	23,648
MEDICAID	2,516	2,970	(454)	(15.3%)	3,381		18,138	17,583	555	3.2%	19,005
HMO/PRO/COMM	7,482	5,795	1,687	29.1%	5,763		45,555	34,413	11,142	32.4%	33,248
HMO/PRO-MCARE	6,135	4,800	1,335	25.2%	4,819		37,136	29,389	7,747	26.4%	28,100
HMO/PRO-MCAID	3,851	3,904	(53)	(1.4%)	3,770		24,571	23,029	1,542	6.7%	21,302
CHARITY	96	391	(295)	(75.4%)	167		1,196	2,325	(1,129)	(48.6%)	1,498
PRIVATE PAY	2,085	2,422	(337)	(13.9%)	1,302		14,336	14,307	29	0.2%	11,705
<b>TOTAL PAT DAYS</b>	<b>26,615</b>	<b>25,006</b>	<b>1,609</b>	<b>6.4%</b>	<b>23,115</b>		<b>165,734</b>	<b>148,675</b>	<b>17,059</b>	<b>11.5%</b>	<b>138,506</b>

### E.R. VISITS

#### PAYOR TYPE

MEDICARE	778	824	(46)	-5.6%	812		4,822	4,706	116	2.5%	5,017
MEDICAID	1,625	1,858	(233)	-12.5%	1,509		8,542	10,323	(1,781)	-17.3%	8,119
MANAGED CARE	15,939	13,730	2,209	16.1%	11,029		86,553	75,751	10,802	14.3%	61,786
CHARITY/PRIV PAY/JUNASS	4,786	4,384	402	9.2%	3,608		25,602	26,855	(1,253)	-4.7%	21,538
<b>TOTAL ER VISITS</b>	<b>23,128</b>	<b>20,795</b>	<b>2,333</b>	<b>11.2%</b>	<b>16,958</b>		<b>125,519</b>	<b>117,635</b>	<b>7,884</b>	<b>6.7%</b>	<b>96,460</b>

<b>O.P. VISITS</b>	<b>15,341</b>	<b>15,340</b>	<b>1</b>	<b>0.0%</b>	<b>14,997</b>		<b>91,387</b>	<b>95,152</b>	<b>(3,765)</b>	<b>(4.0%)</b>	<b>84,020</b>
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### ALOS

MEDICARE	6.15	5.08	1.07	21.1%	5.53		6.06	5.14	0.92	17.8%	5.83
MEDICAID	7.74	7.78	(0.03)	-0.4%	10.15		8.85	7.73	1.12	14.5%	9.23
HMO/PRO/COMM	6.11	5.15	0.97	18.8%	5.21		6.02	5.14	0.88	17.1%	5.38
HMO/PRO-MCARE	6.79	6.26	0.54	8.6%	6.45		7.11	6.33	0.77	12.2%	6.33
HMO/PRO-MCAID	5.70	5.81	(0.11)	-1.9%	6.57		6.09	5.79	0.29	5.1%	6.20
CHARITY	2.04	3.31	(1.27)	-38.3%	3.55		3.81	3.34	0.47	14.2%	4.37
PRIVATE PAY	4.16	4.42	(0.26)	-5.5%	2.42		4.78	4.39	0.38	8.8%	3.97
<b>SUB TOTAL</b>	<b>6.05</b>	<b>5.51</b>	<b>0.54</b>	<b>9.8%</b>	<b>5.70</b>		<b>6.31</b>	<b>5.52</b>	<b>0.78</b>	<b>14.12%</b>	<b>5.90</b>



**North Broward Hospital District**  
**Summary of Monthly Patient Payments**  
**January 2018 through December 2021**

<i>Month of</i>	<i>Calendar 2018</i>	<i>Calendar 2019</i>	<i>Calendar 2020</i>	<i>Calendar 2021</i>
January	80,293,654	73,801,552	73,146,980	67,883,699
February	73,752,621	76,771,818	76,634,354	67,379,227
March	82,472,619	77,106,713	86,894,131	88,940,526
April	82,456,880	84,014,594	67,918,127	77,892,740
May	84,187,030	85,944,211	57,708,367	78,114,034
June	72,298,629	78,459,756	74,523,467	84,384,234
July	77,342,805	80,336,097	82,781,624	79,816,139
August	79,891,881	70,424,649	77,007,561	88,463,372
September	65,973,229	71,939,073	71,448,289	86,598,411
October	78,164,738	82,205,762	70,842,006	82,517,607
November	76,928,165	73,399,083	67,335,329	83,743,026
December	73,970,212	76,661,166	74,444,578	94,418,230
<b>Totals</b>	<b>927,732,464</b>	<b>931,064,475</b>	<b>880,684,815</b>	<b>980,151,245</b>
<b>Monthly Average</b>	<b>77,311,039</b>	<b>77,588,706</b>	<b>73,390,401</b>	<b>81,679,270</b>
<b>Last 12 month average</b>	<b>77,311,039</b>	<b>77,588,706</b>	<b>73,390,401</b>	<b>81,679,270</b>

**North Broward Hospital District**  
**Days in Accounts Receivable**  
**Period Ended December 31, 2021, Unaudited**

		<b>BHMC</b>	<b>BHN</b>	<b>BHIP</b>	<b>BHCS</b>	<b>Total Med Ctrs</b>	<b>Total System</b>
<b>November</b>	<b>2019</b>	65.2	48.0	36.7	41.7	53.8	54.1
<b>December</b>	<b>2019</b>	64.6	49.3	37.4	40.3	53.9	54.3
<b>January</b>	<b>2020</b>	69.0	50.5	40.6	42.5	56.9	57.3
<b>March</b>	<b>2020</b>	63.7	45.8	34.2	37.3	51.5	51.6
<b>April</b>	<b>2020</b>	61.0	44.8	35.0	36.9	50.0	50.3
<b>May</b>	<b>2020</b>	69.3	54.9	46.4	44.8	59.0	59.3
<b>June</b>	<b>2020</b>	63.3	50.3	40.6	37.2	53.2	54.0
<b>July</b>	<b>2020</b>	48.4	42.5	35.3	33.4	43.0	44.1
<b>August</b>	<b>2020</b>	45.1	40.5	33.1	33.5	40.5	41.5
<b>September</b>	<b>2020</b>	46.8	40.9	35.5	34.4	41.8	42.9
<b>October</b>	<b>2020</b>	47.8	43.4	36.1	33.7	42.6	44.1
<b>November</b>	<b>2020</b>	50.5	45.1	36.3	35.8	44.7	46.0
<b>December</b>	<b>2020</b>	49.9	43.8	35.8	35.9	44.2	45.5
<b>January</b>	<b>2021</b>	52.9	47.0	38.9	38.5	47.3	48.6
<b>February</b>	<b>2021</b>	52.8	47.7	40.5	39.4	47.8	48.9
<b>March</b>	<b>2021</b>	52.4	44.2	38.1	35.6	45.9	46.9
<b>April</b>	<b>2021</b>	55.3	43.9	36.3	37.4	47.1	47.7
<b>May</b>	<b>2021</b>	55.3	45.9	35.9	37.9	47.5	48.0
<b>June</b>	<b>2021</b>	58.4	42.2	33.3	34.9	46.9	47.3
<b>July</b>	<b>2021</b>	62.0	45.3	36.9	36.4	49.9	50.5
<b>August</b>	<b>2021</b>	60.7	45.8	36.0	38.0	49.7	49.9
<b>September</b>	<b>2021</b>	57.8	45.8	36.2	39.7	49.0	49.3
<b>October</b>	<b>2021</b>	60.0	48.3	37.9	41.9	51.2	51.5
<b>November</b>	<b>2021</b>	64.3	49.3	40.4	41.7	53.8	54.0
<b>December</b>	<b>2021</b>	65.5	48.0	42.2	40.1	53.7	54.0

**North Broward Hospital District**  
**Days in Accounts Receivable Quarterly Comparison**

**ALL MED CTRS**

	December 2021	September 2021	June 2021	March 2021	December 2020	September 2020	June 2020	March 2020	December 2019
Net A/R	155,691,624	145,604,904	120,869,689	121,759,084	104,396,279	97,575,313	107,675,884	124,739,552	136,627,552
Net Revenue/Day	2,901,536	2,971,471	2,578,067	2,652,055	2,364,285	2,336,969	2,025,346	2,420,424	2,533,667
A/R Days	53.66	49.00	46.88	45.91	44.16	41.75	53.16	51.54	53.92

**BGMC**

Net A/R	85,461,116	78,556,356	66,578,346	66,928,313	53,381,023	49,771,360	62,073,483	73,438,190	79,613,134
Net Revenue/Day	1,304,444	1,359,589	1,139,844	1,276,202	1,068,851	1,062,536	981,323	1,152,118	1,231,711
A/R Days	65.52	57.78	58.41	52.44	49.94	46.84	63.25	63.74	64.64

**NBMC**

Net A/R	33,867,480	31,579,723	26,263,470	26,538,570	25,002,234	23,029,672	22,873,132	26,085,525	29,276,463
Net Revenue/Day	705,903	689,943	621,690	600,364	570,898	562,596	454,840	569,859	593,927
A/R Days	47.98	45.77	42.25	44.20	43.79	40.93	50.29	45.78	49.29

**IPMC**

Net A/R	12,054,662	11,473,966	9,615,119	10,400,269	9,726,358	9,297,272	9,987,864	9,210,292	10,272,858
Net Revenue/Day	285,716	317,151	288,632	273,027	271,489	261,902	246,267	269,064	274,828
A/R Days	42.19	36.18	33.31	38.09	35.83	35.50	40.56	34.23	37.38

**CSMC**

Net A/R	24,308,366	23,994,859	18,412,754	17,891,931	16,286,663	15,477,009	12,741,406	16,005,545	17,465,097
Net Revenue/Day	605,474	604,788	527,901	502,462	453,047	449,935	342,916	429,383	433,200
A/R Days	40.15	39.67	34.88	35.61	35.95	34.40	37.16	37.28	40.32

**ALL OTHER**

Net A/R	8,129,606	7,459,087	6,909,969	8,225,506	8,097,985	6,835,505	6,942,649	5,451,783	6,068,137
Net Revenue/Day	132,088	134,213	124,000	117,949	107,071	96,642	99,033	104,614	95,471
A/R Days	61.55	55.58	55.73	69.74	75.63	70.73	70.10	52.11	63.56

**CONSOLIDATED**

Net A/R	163,821,230	153,063,992	127,779,658	129,984,590	112,494,263	104,410,818	114,618,533	130,191,334	142,695,688
Net Revenue/Day	3,033,624	3,105,684	2,702,066	2,770,003	2,471,356	2,433,611	2,124,378	2,525,038	2,629,138
A/R Days	54.00	49.29	47.29	46.93	45.52	42.90	53.95	51.56	54.27