

# Financial Review Fiscal Year 2021 May 2021

June 23, 2021



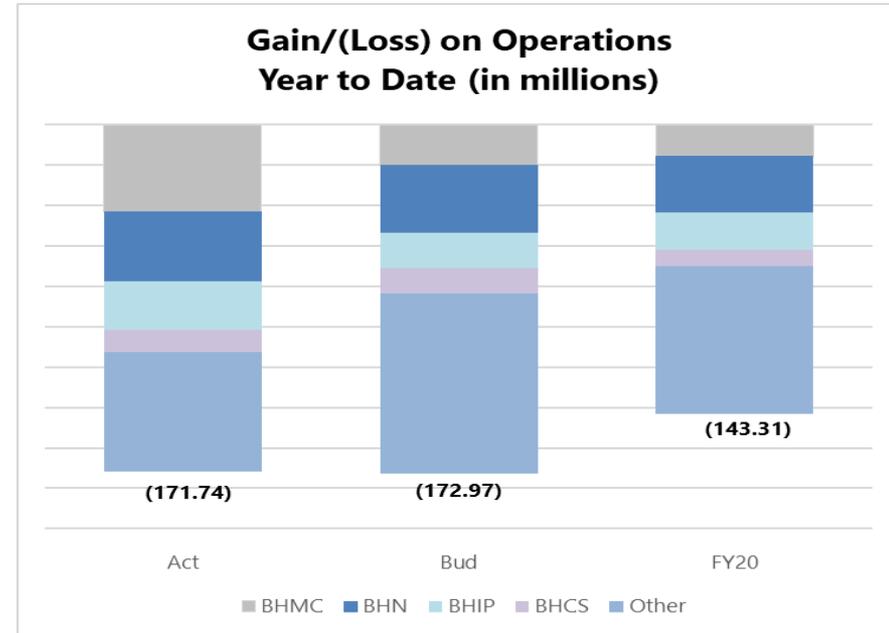
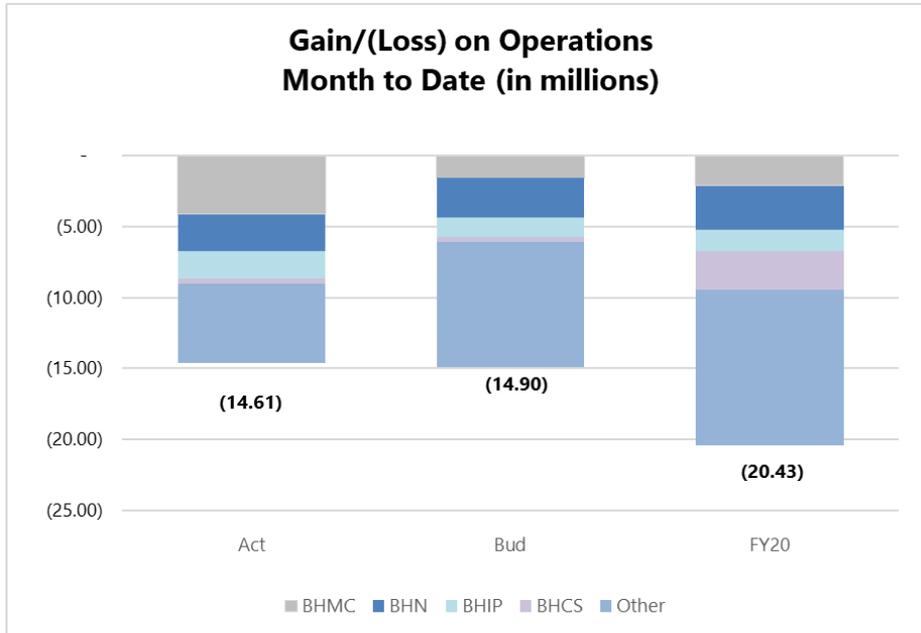


# Broward Health System - May FY21

## DRIVERS

- Key Indicators recovering from PY while moderately soft as compared to 3mth run rate; as compared to PY, Admissions fav 10.2%, ER Visits fav 64.1%, OP Visits fav 55.9%, and Total Surgeries fav 14.8%
- NOR unfav 1.5% compared to 3mth run rate
- Operating Expenses unfav 1.3% compared to 3mth run rate; RN/RT Retention Bonus \$780k and Hazard/CL differential \$3.1M

## PERFORMANCE





# Broward Health Normalizing Schedule – May FY21

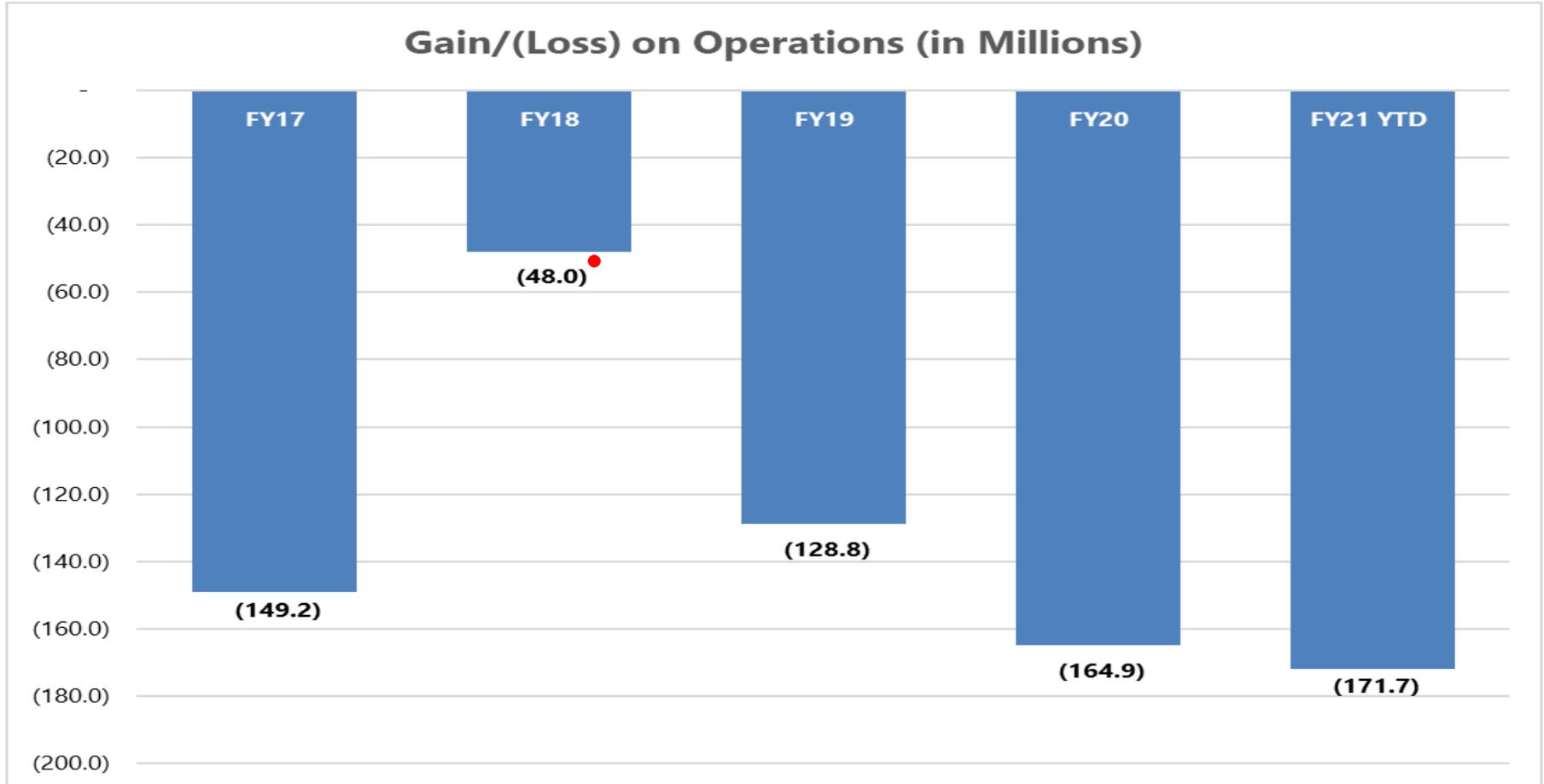
## Broward Health 2021 Normalizing Schedule

Item	Category	May	YTD
<b>Gain or Loss from Operations</b>		<b>(14,613,783)</b>	<b>(171,744,001)</b>
Staff Pandemic Bonus - w/ FICA	SWB		3,357,065
RN/RT Retention Bonus - w FICA	SWB	779,782	9,442,069
Hazard/Contract Rate Differential	SWB	3,114,114	15,987,288
Vaccine Net Revenue	Revenues	(619)	(41,486)
Vaccine Site Cost	Other OE	104,912	2,928,095
		-	-
		-	-
		-	-
<b>Normalizing Items</b>		<b>3,998,189</b>	<b>31,673,031</b>
<b>Normalized Gain or Loss from Operations</b>		<b>(10,615,594)</b>	<b>(140,070,970)</b>
<b>Budgeted Gain or Loss from Operations</b>		<b>(14,900,311)</b>	<b>(172,973,212)</b>
<b>Actual vs Budget</b>		<b>286,528</b>	<b>1,229,211</b>
<b>Normalized vs Budget</b>		<b>4,284,717</b>	<b>32,902,242</b>



# Broward Health Financial Performance

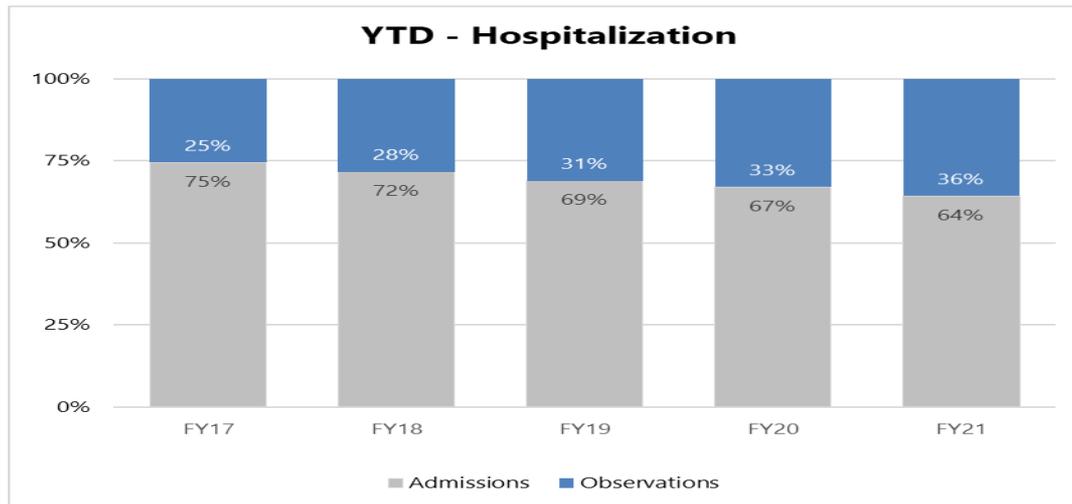
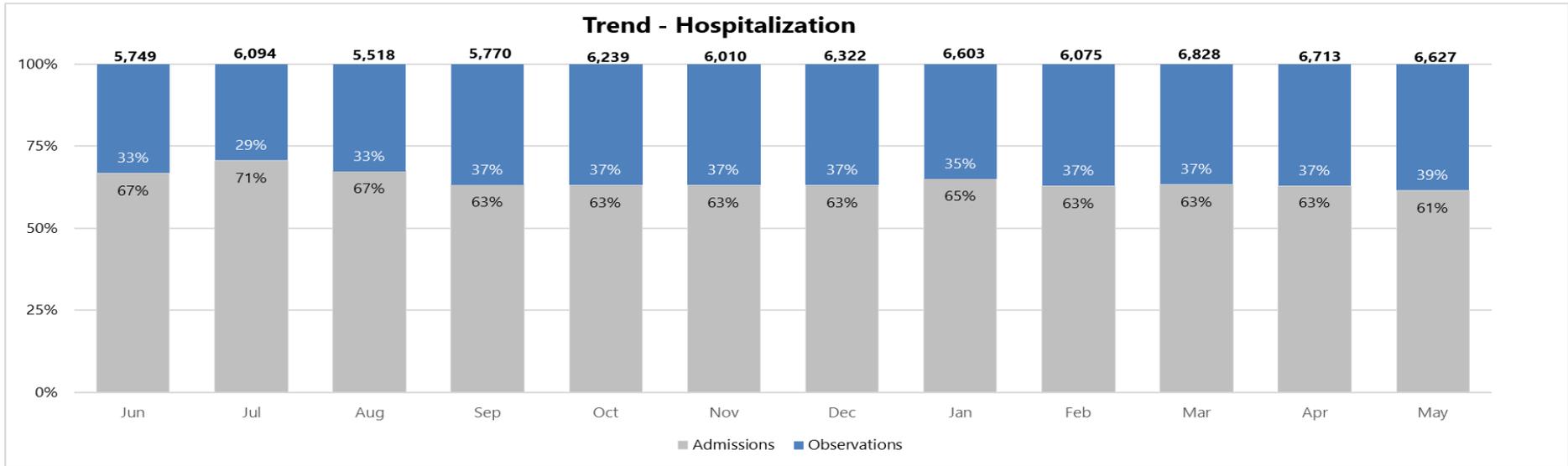
## 5 Year Trend



● A change in GASB75 in FY18 resulted in a 1 time reduction of post-employment benefit expense of \$76.1 million. Without the adjustment Gain/(Loss) = (124.1)

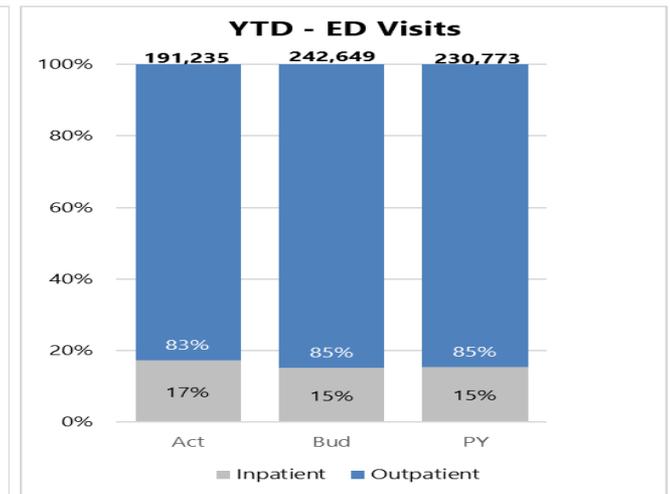
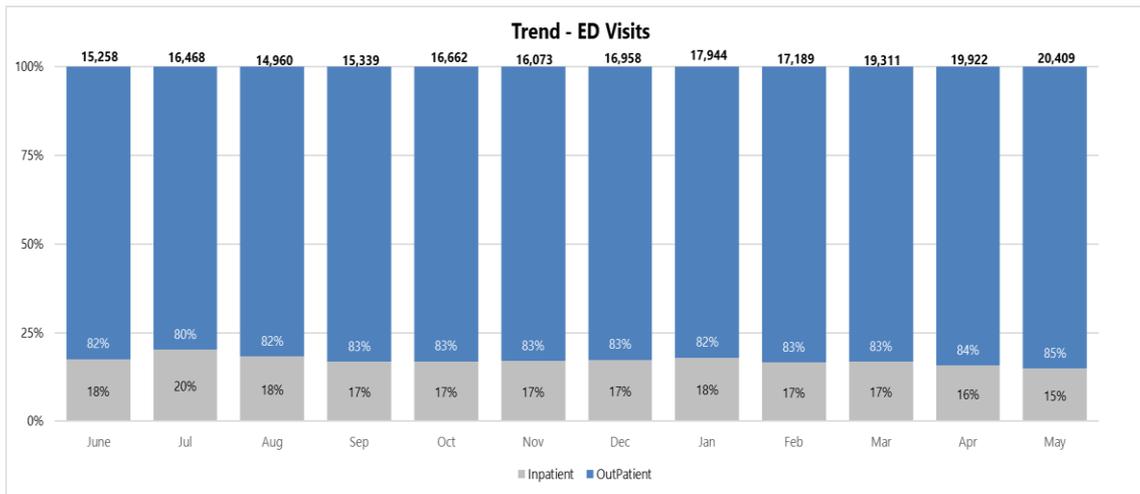
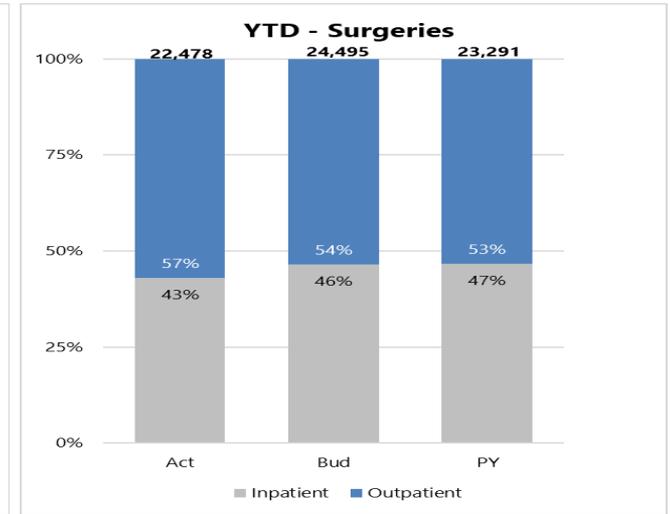
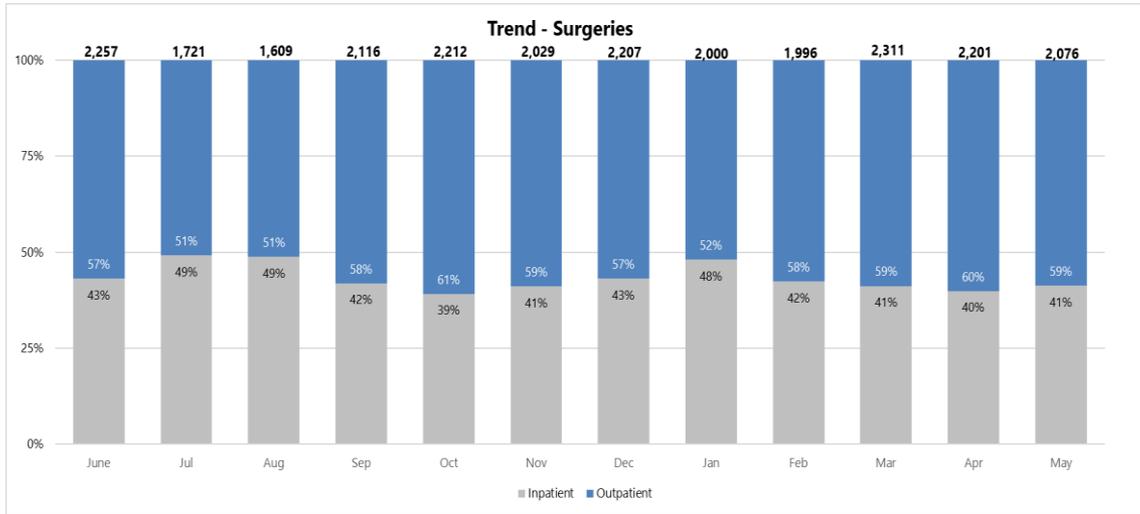


# Broward Health Volume Indicators





# Broward Health Volume Indicators



\*\*\*\*Note: OP Surgeries dropped in April 2020 due to elective surgeries being discontinued because of the outbreak of COVID 19.



# Broward Health Coral Springs- MAY FY21

## Drivers:

- Trajectory of 3mth run rate strong for key statistics; Admissions fav 2.1%, ER visits fav 13.1%, Total Surgeries fav 0.8% and OP visits unfav 5.7%
- NOR 3mth run rate fav 4.3% driven by increased acuity; OP Exp unfav 2.3%
- Gain from Operations fav 8.8%
- Hazard/CL differential at \$995k

## Income Statement Summary

Broward Health Coral Springs

FY2021

	Current Month					Year-to-Date				
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)
	Actual	Budget		Actual		Actual	Budget		Actual	
Admissions	920	935	(15)	726	194	9,460	9,880	(420)	9,691	(231)
SSP Cases	645	621	24	345	300	6,092	6,289	(197)	6,147	(55)
Total Hospitalizations	1,565	1,556	9	1,071	494	15,552	16,169	(617)	15,838	(286)
Surgeries IP	147	217	(70)	122	25	1,607	1,817	(210)	1,761	(154)
Surgeries OP	251	315	(64)	154	97	2,555	2,639	(84)	2,417	138
Total Surgeries	398	532	(134)	276	122	4,162	4,457	(295)	4,178	(16)
ER Dept Visits	5,058	6,257	(1,199)	2,645	2,413	44,112	59,132	(15,020)	54,840	(10,728)
<b>(in thousands)</b>										
<b>Net Operating Revenue</b>	<b>16,620</b>	<b>15,328</b>	<b>1,292</b>	<b>10,794</b>	<b>5,826</b>	<b>164,983</b>	<b>151,487</b>	<b>13,496</b>	<b>144,329</b>	<b>20,654</b>
<b>Operating Expenses</b>										
SW & Benefits	9,537	8,115	1,422	6,926	2,611	91,390	83,837	7,553	79,086	12,304
Supplies	2,611	2,468	143	1,670	941	29,435	24,548	4,887	22,155	7,280
Other	2,237	2,480	(243)	2,515	(278)	27,690	27,229	461	26,105	1,585
EBIDA	2,235	2,264	(29)	(317)	2,552	16,469	15,873	596	16,984	(515)
Depreciation & Common Service	2,623	2,602	21	2,379	244	27,294	28,719	(1,425)	24,969	2,325
<b>Gain/(Loss) from Operations</b>	<b>(388)</b>	<b>(338)</b>	<b>(50)</b>	<b>(2,695)</b>	<b>2,307</b>	<b>(10,825)</b>	<b>(12,846)</b>	<b>2,021</b>	<b>(7,986)</b>	<b>(2,839)</b>

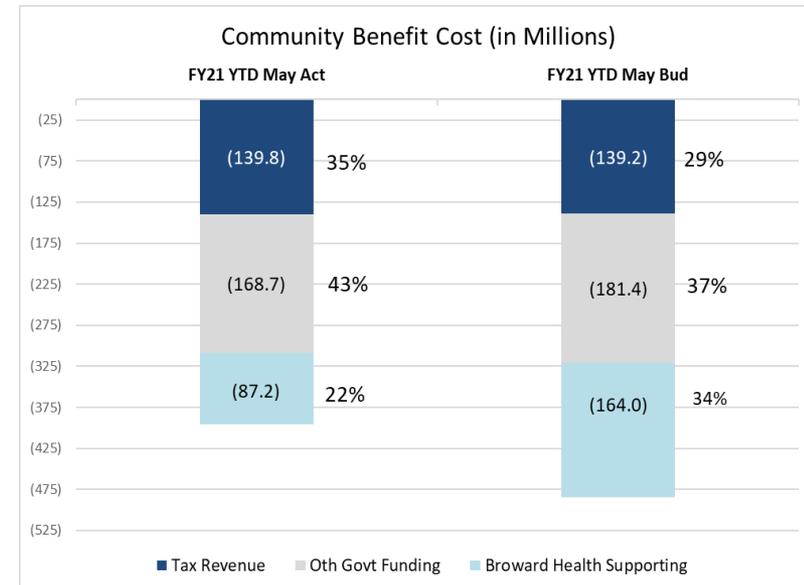
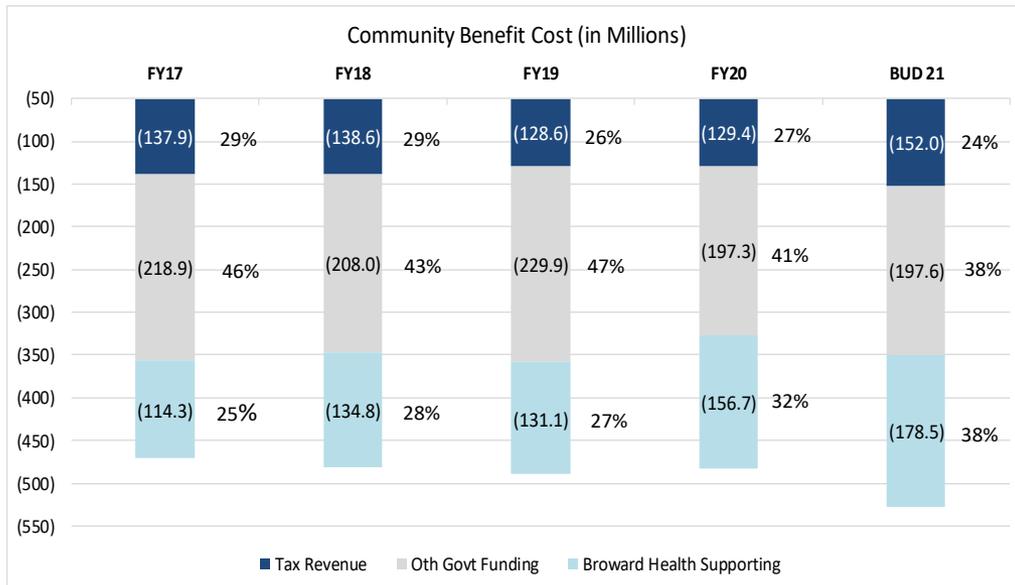


# Broward Health Community Benefit

## DRIVERS

- Community Benefit cost in excess of Gov't Funding represents the amount of the unfunded costs BH subsidies through operations
- Tax Revenue for FY21 is \$152M
- Community Benefit cost in excess of Government funding was \$87.2M through May 2021 YTD

## PERFORMANCE



\* Community Benefit Cost in excess of Gov't Funding represents the amount BH subsidies through operations

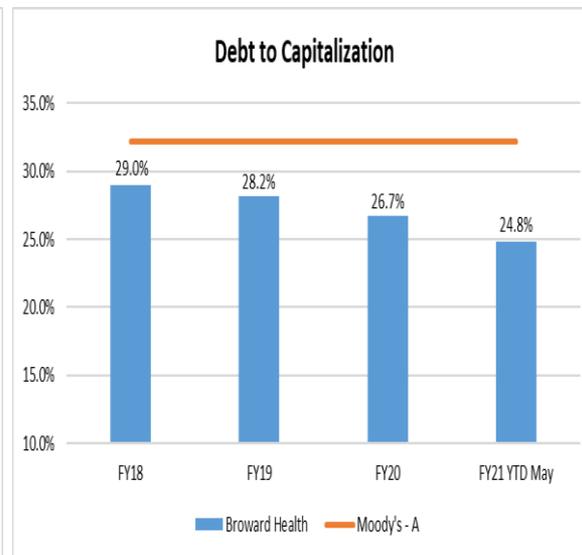
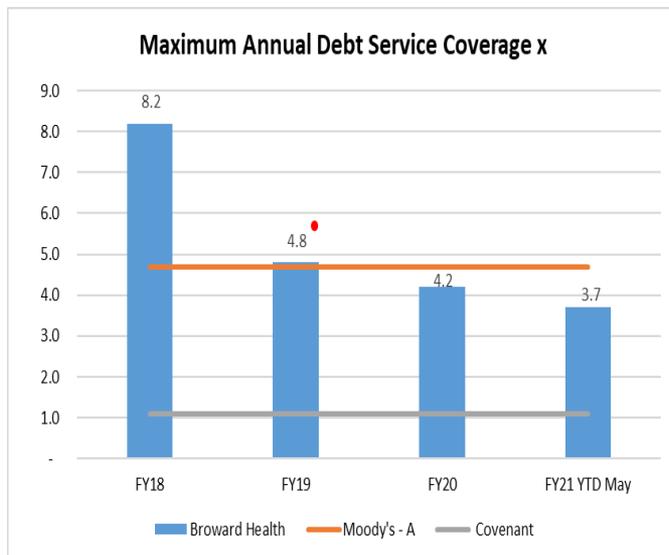
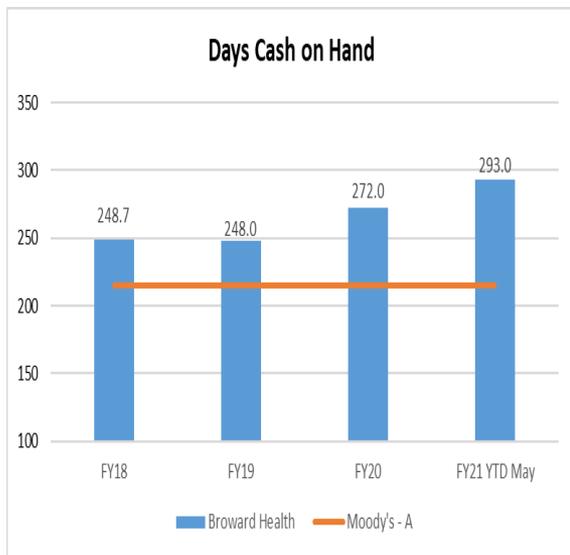


# Broward Health Key Financial Indicators

## DRIVERS

- Days Cash on Hand is above Moody's A Rated benchmark at 293.0; drivers include Ad Valorem tax payments, CCP cash distribution and County COVID Cares Act Funding
- Debt Service Coverage ratio is 3.7 for May FY21
- Debt to Capitalization currently at 24.8%

## PERFORMANCE



Maximum Annual Debt Service Coverage; from FY18 to FY19, drop from 8.2 to 4.8 resulted in a one time benefit entry dropping off of the total expense 12 month roll.

- Cares Act Funding received YTD for \$40.9 mil included in FY21's calculation Days Cash on Hand, not included in Debt Serv Coverage ratio. June FY20 also has \$37.1 mil for the portion received back in FY20. Medicare Recoupment started April 2021 in the amount of \$1.9 mil.



# Broward Health Rev Cycle Dashboard

## DRIVERS

- YTD Cash Collections are holding steady at 1.9%
- YTD FPDR (Controllable) at 7.5% vs 8.5% goal
- YTD % of Accounts Converted to Funded at 87.96% vs goal of 80.00%

## PERFORMANCE

<u>Revenue Cycle</u>		Current Period			FYTD		
		Actual	Goal	Var	Actual	Goal	Var
1.	Cash Collection % (86-100%)	96.68%	100.00%	-3.3%	101.89%	100.00%	1.9%
2.	AR days - Revenue Cycle Team	47.5	47.0	0.5	47.5	47.0	0.5
3.	First Pass Denial % - Total	7.7%	8.5%	-0.8%	9.1%	8.5%	0.6%
4.	First Pass Denial % - Controllable	6.1%	8.5%	-2.5%	7.5%	8.5%	-1.0%
5.	POS Cash Collections %	40.26%	35.00%	5.3%	41.06%	35.00%	6.1%
6.	DNBP + DNFB - Rev Mgt	6.17	6.12	0.05	6.17	6.12	0.05
7.	Billed AR >90 days- All FC's + Self-pay (P)	42.60%	30.00%	12.6%	42.60%	30.00%	12.6%
8.	% of IP screened by MOPED	99.48%	98.00%	1.5%	99.19%	98.00%	1.2%
9.	% of IP conversions to Medicaid Pending	32.25%	N/A	0.0%	32.87%	N/A	0.0%
10.	% of Accounts Converted to Funded	88.35%	80.00%	8.3%	87.96%	80.00%	8.0%

# Appendix



# Broward Health System – May FY21

## Income Statement Summary

Broward Health  
 Period Ending May 31, 2021  
 FY2021 (in thousands)

	Current Month					Year-to-Date				
	May-2021 Actual	May-2021 Budget	Over/(Under)	May-2020 Actual	Over/(Under)	May-2021 Actual	May-2021 Budget	Over/(Under)	May-2020 Actual	Over/(Under)
<b>Net Operating Revenue</b>	94,847	93,975	872	76,861	17,986	995,874	990,238	5,636	960,699	35,175
<b>Operating Expenses</b>										
Salaries	56,135	50,679	5,456	43,782	12,353	560,016	532,693	27,323	495,285	64,731
Benefits	7,613	11,098	(3,485)	11,349	(3,736)	107,420	119,298	(11,878)	121,380	(13,960)
Fees Physician	5,710	6,205	(495)	4,965	745	64,296	68,260	(3,964)	62,420	1,876
Fees Other	8,897	9,393	(496)	10,238	(1,341)	93,233	103,556	(10,323)	98,688	(5,455)
Supplies	20,136	20,976	(840)	17,253	2,883	226,296	221,121	5,175	213,024	13,272
Insurance	732	696	36	177	555	7,396	7,655	(259)	8,132	(736)
Maintenance & Repairs	1,505	1,545	(40)	1,415	90	16,463	16,967	(504)	16,399	64
Lease and Rentals	1,061	1,052	9	971	90	11,476	11,259	217	10,136	1,340
Utilities	1,640	1,460	180	1,403	237	17,177	17,220	(43)	16,607	570
PMATF	1,030	1,002	28	1,030	(0)	11,327	11,026	301	10,726	601
Other Expenses	484	449	35	342	142	3,482	4,878	(1,396)	2,872	610
Other	484	449	35	342	142	3,482	4,878	(1,396)	2,872	610
Depreciation & Amortization	4,515	4,319	196	4,362	153	49,037	49,278	(241)	48,336	701
<b>Total Expenses</b>	<b>109,461</b>	<b>108,875</b>	<b>586</b>	<b>97,289</b>	<b>12,172</b>	<b>1,167,618</b>	<b>1,163,211</b>	<b>4,407</b>	<b>1,104,007</b>	<b>63,611</b>
<b>Gain/(Loss) from Operations</b>	<b>(14,614)</b>	<b>(14,900)</b>	<b>286</b>	<b>(20,428)</b>	<b>5,814</b>	<b>(171,744)</b>	<b>(172,973)</b>	<b>1,229</b>	<b>(143,309)</b>	<b>(28,435)</b>
<b>Non-Operating Revenue/Expenses</b>										
Unrestricted Tax Revenue	13,034	12,980	54	10,900	2,134	139,751	139,164	587	119,902	19,849
Investment Income (Net)	7,586	851	6,735	16,042	(8,456)	106,588	9,365	97,223	(6,699)	113,287
Interest Income	1,017	940	77	845	172	12,274	10,327	1,947	12,257	17
Donated/Other Revenue	827	465	362	472	355	51,188	42,217	8,971	4,238	46,950
Interest Expense	1,384	1,388	(4)	1,412	(28)	15,377	15,265	112	15,675	(298)
Donated Expense	484	125	359	(71)	555	2,148	1,375	773	2,070	78
County Funding	736	736	(0)	727	9	8,101	8,101	(0)	8,002	99
<b>Non-Operating Gain/(Loss)</b>	<b>19,860</b>	<b>12,987</b>	<b>6,873</b>	<b>26,191</b>	<b>(6,331)</b>	<b>284,175</b>	<b>176,333</b>	<b>107,842</b>	<b>103,951</b>	<b>180,224</b>
<b>Excess of Revenue Over Expenses</b>	<b>5,246</b>	<b>(1,913)</b>	<b>7,159</b>	<b>5,764</b>	<b>(518)</b>	<b>112,431</b>	<b>3,359</b>	<b>109,072</b>	<b>(39,357)</b>	<b>151,788</b>



# Broward Health System – May FY21

## Operating Indicators

Broward Health

Period Ending May 31, 2021  
FY2021

	Current Month				
	May-2021 Actual	May-2021 Budget	Var %	May-2020 Actual	Var %
Admissions	4,075	4,726	(14%)	3,697	<b>10%</b>
SSP Cases	2,552	2,244	<b>14%</b>	1,473	<b>73%</b>
ALOS	6.0	5.4	11%	5.9	2%
Total Hospitalizations	6,627	6,971	(5%)	5,170	<b>28%</b>
Births	379	444	(15%)	362	<b>5%</b>
Surgeries IP	856	1,190	(28%)	909	(6%)
Surgeries OP	1,220	1,397	(13%)	900	<b>36%</b>
Total Surgeries	2,076	2,587	(20%)	1,809	<b>15%</b>
ER Dept Visits	20,409	23,953	(15%)	12,615	<b>62%</b>
Outpatient Visits	14,703	15,545	(5%)	9,432	<b>56%</b>
Physician Office Visits	19,767	19,903	(1%)	20,376	(3%)
BH Weston Visits	1,542	2,313	(33%)	910	<b>69%</b>
BHUC Center Visits	582	854	(32%)	328	<b>77%</b>
BH Imaging Visits	97	182	(47%)	31	<b>213%</b>
Primary Care Visits	6,011	8,446	(29%)	5,336	<b>13%</b>
Gold Coast Visits	1,174	1,364	(14%)	1,493	(21%)

	Year-to-Date				
	May-2021 Actual	May-2021 Budget	Var %	May-2020 Actual	Var %
Admissions	44,218	49,664	(11%)	48,419	(9%)
SSP Cases	24,581	24,299	<b>1%</b>	23,799	<b>3%</b>
ALOS	5.9	5.4	10%	5.5	8%
Total Hospitalizations	68,799	73,963	(7%)	72,218	(5%)
Births	4,299	4,608	(7%)	5,061	(15%)
Surgeries IP	9,655	11,374	(15%)	10,862	(11%)
Surgeries OP	12,823	13,122	(2%)	12,429	<b>3%</b>
Total Surgeries	22,478	24,495	(8%)	23,291	(3%)
ER Dept Visits	191,235	242,649	(21%)	230,773	(17%)
Outpatient Visits	159,158	158,919	<b>0%</b>	150,207	<b>6%</b>
Physician Office Visits	229,255	212,020	<b>8%</b>	227,101	<b>1%</b>
BH Weston Visits	16,684	18,845	(11%)	16,424	<b>2%</b>
BHUC Center Visits	6,630	9,227	(28%)	7,932	(16%)
BH Imaging Visits	1,011	1,297	(22%)	1,131	(11%)
Primary Care Visits	69,990	89,642	(22%)	70,585	(1%)
Gold Coast Visits	14,282	16,209	(12%)	12,883	<b>11%</b>



# Broward Health Medical Center - May FY21

## Income Statement Summary

Broward Health Medical Center

FY2021

	Current Month					Year-to-Date				
	May-2021		Over/(Under)	May-2020		May-2021		Over/(Under)	May-2020	
	Actual	Budget		Actual	Over/(Under)	Actual	Budget		Actual	Over/(Under)
Admissions	1,620	2,026	(406)	1,542	78	18,046	21,064	(3,018)	20,562	(2,516)
SSP Cases	836	751	85	478	358	8,053	7,892	161	7,773	280
Total Hospitalizations	2,456	2,778	(322)	2,020	436	26,099	28,956	(2,857)	28,335	(2,236)
Surgeries IP	391	512	(121)	410	(19)	4,460	4,835	(375)	4,752	(292)
Surgeries OP	360	379	(19)	230	130	3,624	3,583	41	3,452	172
Total Surgeries	751	891	(140)	640	111	8,084	8,418	(334)	8,204	(120)
ER Dept Visits	8,243	9,703	(1,460)	4,779	3,464	75,430	95,392	(19,962)	91,683	(16,253)
<b>(in thousands)</b>										
<b>Net Operating Revenue</b>	<b>39,146</b>	<b>41,920</b>	<b>(2,774)</b>	<b>35,654</b>	<b>3,492</b>	<b>421,617</b>	<b>443,288</b>	<b>(21,671)</b>	<b>434,981</b>	<b>(13,364)</b>
<b>Operating Expenses</b>										
SW & Benefits	19,916	19,667	249	17,139	2,777	213,629	206,817	6,812	200,373	13,256
Supplies	8,898	10,215	(1,317)	7,565	1,333	105,123	107,095	(1,972)	104,422	701
Other	7,490	6,694	796	6,390	1,100	74,504	73,447	1,057	75,706	(1,202)
EBIDA	2,842	5,344	(2,502)	4,561	(1,719)	28,360	55,929	(27,569)	54,480	(26,120)
Depreciation & Common Service	6,940	6,903	37	6,677	263	71,671	75,986	(4,315)	70,250	1,421
<b>Gain/(Loss) from Operations</b>	<b>(4,098)</b>	<b>(1,559)</b>	<b>(2,539)</b>	<b>(2,116)</b>	<b>(1,982)</b>	<b>(43,311)</b>	<b>(20,056)</b>	<b>(23,255)</b>	<b>(15,770)</b>	<b>(27,541)</b>



# Broward Health North – May FY21

## Income Statement Summary

Broward Health North

FY2021

	Current Month					Year-to-Date				
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)
	Actual	Budget		Actual		Actual	Budget		Actual	
Admissions	1,030	1,113	(83)	914	116	11,016	11,951	(935)	11,650	(634)
SSP Cases	644	553	91	429	215	6,477	6,295	182	6,122	355
Total Hospitalizations	1,674	1,666	8	1,343	331	17,493	18,247	(754)	17,772	(279)
Surgeries IP	237	338	(101)	284	(47)	2,658	3,545	(887)	3,366	(708)
Surgeries OP	243	218	25	199	44	2,631	2,290	341	2,234	397
Total Surgeries	480	556	(76)	483	(3)	5,289	5,835	(546)	5,600	(311)
ER Dept Visits	4,192	4,941	(749)	3,134	1,058	43,037	54,756	(11,719)	52,249	(9,212)
<b>(in thousands)</b>										
<b>Net Operating Revenue</b>	<b>20,976</b>	<b>19,483</b>	<b>1,493</b>	<b>16,600</b>	<b>4,376</b>	<b>211,252</b>	<b>209,130</b>	<b>2,122</b>	<b>205,693</b>	<b>5,559</b>
<b>Operating Expenses</b>										
SW & Benefits	10,758	9,506	1,252	9,045	1,713	111,322	103,376	7,946	103,373	7,949
Supplies	5,856	5,649	207	3,928	1,928	59,787	60,939	(1,152)	57,043	2,744
Other	3,429	3,496	(67)	3,333	96	37,707	38,484	(777)	37,621	86
EBIDA	933	832	101	294	639	2,436	6,332	(3,896)	7,655	(5,219)
Depreciation & Common Service	3,545	3,610	(65)	3,380	165	36,970	39,651	(2,681)	35,678	1,292
<b>Gain/(Loss) from Operations</b>	<b>(2,611)</b>	<b>(2,778)</b>	<b>167</b>	<b>(3,086)</b>	<b>475</b>	<b>(34,534)</b>	<b>(33,319)</b>	<b>(1,215)</b>	<b>(28,023)</b>	<b>(6,511)</b>



# Broward Health Imperial Point - May FY21

## Income Statement Summary

Broward Health Imperial Point

FY2021

	Current Month					Year-to-Date				
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)
	Actual	Budget		Actual		Actual	Budget		Actual	
Admissions	505	652	(147)	515	(10)	5,696	6,769	(1,073)	6,516	(820)
SSP Cases	427	319	108	221	206	3,959	3,823	136	3,757	202
Total Hospitalizations	932	971	(39)	736	196	9,655	10,592	(937)	10,273	(618)
Surgeries IP	81	124	(43)	93	(12)	930	1,177	(247)	983	(53)
Surgeries OP	366	485	(119)	317	49	4,013	4,609	(596)	4,326	(313)
Total Surgeries	447	609	(162)	410	37	4,943	5,786	(843)	5,309	(366)
ER Dept Visits	2,916	3,052	(136)	2,057	859	28,656	33,370	(4,714)	32,001	(3,345)

(in thousands)

	9,026	9,277	(251)	8,248	778	93,658	97,516	(3,858)	93,270	388
<b>Net Operating Revenue</b>										
<b>Operating Expenses</b>										
SW & Benefits	5,731	5,277	454	4,957	774	59,426	56,074	3,352	55,826	3,600
Supplies	1,720	1,723	(3)	1,313	407	20,235	19,011	1,224	18,096	2,139
Other	1,601	1,745	(144)	1,646	(45)	18,352	19,147	(795)	18,224	128
EBIDA	(25)	532	(557)	332	(357)	(4,354)	3,284	(7,638)	1,125	(5,479)
Depreciation & Common Service	1,917	1,903	14	1,851	66	19,636	20,873	(1,237)	19,461	175
<b>Gain/(Loss) from Operations</b>	<b>(1,942)</b>	<b>(1,371)</b>	<b>(571)</b>	<b>(1,519)</b>	<b>(423)</b>	<b>(23,991)</b>	<b>(17,589)</b>	<b>(6,402)</b>	<b>(18,337)</b>	<b>(5,654)</b>



# Broward Health Coral Springs - May FY21

## Income Statement Summary

Broward Health Coral Springs

FY2021

	Current Month					Year-to-Date				
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)
	Actual	Budget		Actual		Actual	Budget		Actual	
Admissions	920	935	(15)	726	194	9,460	9,880	(420)	9,691	(231)
SSP Cases	645	621	24	345	300	6,092	6,289	(197)	6,147	(55)
Total Hospitalizations	1,565	1,556	9	1,071	494	15,552	16,169	(617)	15,838	(286)
Surgeries IP	147	217	(70)	122	25	1,607	1,817	(210)	1,761	(154)
Surgeries OP	251	315	(64)	154	97	2,555	2,639	(84)	2,417	138
Total Surgeries	398	532	(134)	276	122	4,162	4,457	(295)	4,178	(16)
ER Dept Visits	5,058	6,257	(1,199)	2,645	2,413	44,112	59,132	(15,020)	54,840	(10,728)
<b>(in thousands)</b>										
<b>Net Operating Revenue</b>	<b>16,620</b>	<b>15,328</b>	<b>1,292</b>	<b>10,794</b>	<b>5,826</b>	<b>164,983</b>	<b>151,487</b>	<b>13,496</b>	<b>144,329</b>	<b>20,654</b>
<b>Operating Expenses</b>										
SW & Benefits	9,537	8,115	1,422	6,926	2,611	91,390	83,837	7,553	79,086	12,304
Supplies	2,611	2,468	143	1,670	941	29,435	24,548	4,887	22,155	7,280
Other	2,237	2,480	(243)	2,515	(278)	27,690	27,229	461	26,105	1,585
EBIDA	2,235	2,264	(29)	(317)	2,552	16,469	15,873	596	16,984	(515)
Depreciation & Common Service	2,623	2,602	21	2,379	244	27,294	28,719	(1,425)	24,969	2,325
<b>Gain/(Loss) from Operations</b>	<b>(388)</b>	<b>(338)</b>	<b>(50)</b>	<b>(2,695)</b>	<b>2,307</b>	<b>(10,825)</b>	<b>(12,846)</b>	<b>2,021</b>	<b>(7,986)</b>	<b>(2,839)</b>



# Broward Health Gold Coast - May FY21

## Income Statement Summary

Broward Health Gold coast

FY2021

	Current Month					Year-to-Date				
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)
	Actual	Budget		Actual		Actual	Budget		Actual	
Gold Coast Visits	1,174	1,364	(190)	1,493	(319)	14,282	16,209	(1,927)	12,883	1,399
(in thousands)										
<b>Net Operating Revenue</b>	<b>130</b>	<b>223</b>	<b>(93)</b>	<b>234</b>	<b>(104)</b>	<b>2,247</b>	<b>2,458</b>	<b>(211)</b>	<b>2,080</b>	<b>167</b>
<b>Operating Expenses</b>										
SW & Benefits	439	425	14	443	(4)	4,713	4,550	163	4,682	31
Supplies	13	10	3	15	(2)	149	188	(39)	132	17
Other	56	115	(59)	95	(39)	856	1,048	(192)	855	1
EBIDA	(377)	(327)	(50)	(319)	(58)	(3,471)	(3,327)	(144)	(3,589)	118
Depreciation & Common Service	40	41	(1)	73	(33)	444	448	(4)	796	(352)
<b>Gain/(Loss) from Operations</b>	<b>(417)</b>	<b>(368)</b>	<b>(49)</b>	<b>(392)</b>	<b>(25)</b>	<b>(3,915)</b>	<b>(3,775)</b>	<b>(140)</b>	<b>(4,385)</b>	<b>470</b>



# Broward Health UCC - May FY21

## Income Statement Summary

Broward Health Urgent Care Centers

FY2021

	Current Month					Year-to-Date				
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)
	Actual	Budget		Actual		Actual	Budget		Actual	
BHUC Center Visits	582	854	(272)	328	254	6,630	9,227	(2,597)	7,932	(1,302)

(in thousands)

<b>Net Operating Revenue</b>	<b>37</b>	<b>116</b>	<b>(79)</b>	<b>57</b>	<b>(20)</b>	<b>766</b>	<b>1,252</b>	<b>(486)</b>	<b>1,081</b>	<b>(315)</b>
<b>Operating Expenses</b>										
SW & Benefits	85	99	(14)	85	(0)	963	1,062	(99)	1,101	(138)
Supplies	4	7	(3)	5	(1)	63	76	(13)	69	(6)
Other	3	37	(34)	45	(42)	247	420	(173)	481	(234)
EBIDA	(56)	(27)	(29)	(78)	22	(507)	(306)	(201)	(570)	63
Depreciation & Common Service	12	13	(1)	12	(0)	135	143	(8)	138	(3)
<b>Gain/(Loss) from Operations</b>	<b>(68)</b>	<b>(39)</b>	<b>(29)</b>	<b>(90)</b>	<b>22</b>	<b>(642)</b>	<b>(449)</b>	<b>(193)</b>	<b>(708)</b>	<b>66</b>



# Broward Health Weston - May FY21

## Income Statement Summary

Broward Health Weston

FY2021

	Current Month					Year-to-Date					
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	
	Actual	Budget		Actual		Actual	Budget		Actual		Over/(Under)
BH Weston Visits	1,542	2,313	(771)	910	632	16,684	18,845	(2,161)	16,424	260	
(in thousands)											
<b>Net Operating Revenue</b>	<b>109</b>	<b>439</b>	<b>(330)</b>	<b>171</b>	<b>(62)</b>	<b>2,363</b>	<b>3,454</b>	<b>(1,091)</b>	<b>2,677</b>	<b>(314)</b>	
<b>Operating Expenses</b>											
SW & Benefits	176	261	(85)	193	(17)	2,032	2,451	(419)	2,397	(365)	
Supplies	10	31	(21)	7	3	100	130	(30)	127	(27)	
Other	87	134	(47)	105	(18)	1,432	1,642	(210)	1,285	147	
EBIDA	(164)	13	(177)	(134)	(30)	(1,202)	(769)	(433)	(1,132)	(70)	
Depreciation & Common Service	57	61	(4)	79	(22)	611	678	(67)	1,073	(462)	
<b>Gain/(Loss) from Operations</b>	<b>(221)</b>	<b>(48)</b>	<b>(173)</b>	<b>(213)</b>	<b>(8)</b>	<b>(1,813)</b>	<b>(1,447)</b>	<b>(366)</b>	<b>(2,205)</b>	<b>392</b>	



# Broward Health Imaging - May FY21

## Income Statement Summary

Broward Health Imaging

FY2021

	Current Month					Year-to-Date					
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	
	Actual	Budget		Actual		Actual	Budget		Actual		
BH Imaging Visits	97	182	(85)	31	66	1,011	1,297	(286)	1,131	(120)	
(in thousands)											
<b>Net Operating Revenue</b>	<b>30</b>	<b>48</b>	<b>(18)</b>	<b>10</b>	<b>20</b>	<b>237</b>	<b>346</b>	<b>(109)</b>	<b>308</b>	<b>(71)</b>	
<b>Operating Expenses</b>											
SW & Benefits	19	27	(8)	4	15	192	290	(98)	180	12	
Supplies	1	0	1	2	(1)	9	3	6	30	(21)	
Other	38	42	(4)	35	3	412	467	(55)	432	(20)	
EBIDA	(28)	(21)	(7)	(31)	3	(376)	(414)	38	(335)	(42)	
Depreciation & Common Service	4	4	(0)	0	4	47	48	(1)	2	45	
<b>Gain/(Loss) from Operations</b>	<b>(32)</b>	<b>(25)</b>	<b>(7)</b>	<b>(31)</b>	<b>(1)</b>	<b>(423)</b>	<b>(462)</b>	<b>39</b>	<b>(337)</b>	<b>(86)</b>	



# Broward Health CDTC - May FY21

## Income Statement Summary

Children's Diagnostic and Treatment Center

FY2021

	Current Month					Year-to-Date				
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)
	Actual	Budget		Actual		Actual	Budget		Actual	
CDTC Visits	3,218	4,131	(913)	6,073	(2,855)	45,536	55,331	(9,795)	73,924	(28,388)
(in thousands)										
<b>Net Operating Revenue</b>	<b>1,498</b>	<b>1,506</b>	<b>(8)</b>	<b>1,436</b>	<b>62</b>	<b>16,808</b>	<b>17,447</b>	<b>(639)</b>	<b>16,509</b>	<b>299</b>
<b>Operating Expenses</b>										
SW & Benefits	1,057	1,158	(101)	1,112	(55)	11,599	12,213	(614)	11,630	(31)
Supplies	226	120	106	177	49	2,063	1,035	1,028	1,204	859
Other	341	422	(81)	194	147	3,757	4,636	(879)	4,627	(870)
EBIDA	(125)	(193)	68	(48)	(77)	(610)	(438)	(172)	(953)	343
Depreciation & Common Service	147	147	(0)	69	78	1,608	1,608	(1)	756	852
<b>Gain/(Loss) from Operations</b>	<b>(272)</b>	<b>(341)</b>	<b>69</b>	<b>(116)</b>	<b>(156)</b>	<b>(2,218)</b>	<b>(2,046)</b>	<b>(172)</b>	<b>(1,708)</b>	<b>(510)</b>



# Broward Health Physician Group-May FY21

## Income Statement Summary

Broward Health Physician's Group

FY2021

	Current Month					Year-to-Date				
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)
	Actual	Budget		Actual		Actual	Budget		Actual	
Physician Office Visits	19,767	19,903	(136)	20,376	(609)	229,255	212,020	17,235	227,101	2,154

(in thousands)

<b>Net Operating Revenue</b>	<b>2,864</b>	<b>3,318</b>	<b>(454)</b>	<b>2,410</b>	<b>454</b>	<b>34,916</b>	<b>35,019</b>	<b>(103)</b>	<b>28,452</b>	<b>6,464</b>
<b>Operating Expenses</b>										
SW & Benefits	5,242	6,057	(815)	4,836	406	57,387	62,643	(5,256)	49,739	7,648
Supplies	63	145	(82)	46	17	1,237	1,405	(168)	1,128	109
Other	1,011	1,113	(102)	1,095	(84)	11,067	11,719	(652)	10,413	654
EBIDA	(3,452)	(3,997)	545	(3,567)	115	(34,775)	(40,749)	5,974	(32,828)	(1,947)
Depreciation & Common Service	520	520	(0)	293	227	5,497	5,673	(176)	3,234	2,263
<b>Gain/(Loss) from Operations</b>	<b>(3,972)</b>	<b>(4,517)</b>	<b>545</b>	<b>(3,860)</b>	<b>(112)</b>	<b>(40,273)</b>	<b>(46,421)</b>	<b>6,148</b>	<b>(36,062)</b>	<b>(4,211)</b>



# Broward Health CHS - May FY21

## Income Statement Summary

Broward Health Community Services

FY2021

	Current Month					Year-to-Date					
	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	May-2021	May-2021	Over/(Under)	May-2020	Over/(Under)	
	Actual	Budget		Actual		Actual	Budget		Actual		Over/(Under)
Primary Care Visits	6,011	8,446	(2,435)	5,336	675	69,990	89,642	(19,652)	70,585	(595)	
(in thousands)											
<b>Net Operating Revenue</b>	<b>2,611</b>	<b>2,038</b>	<b>573</b>	<b>1,877</b>	<b>734</b>	<b>27,645</b>	<b>22,273</b>	<b>5,372</b>	<b>20,567</b>	<b>7,078</b>	
<b>Operating Expenses</b>											
SW & Benefits	1,767	1,791	(24)	1,730	37	18,618	18,837	(219)	18,763	(145)	
Supplies	824	550	274	499	325	6,757	6,094	663	2,021	4,736	
Other	482	474	8	296	186	5,519	5,694	(175)	5,620	(101)	
EBIDA	(464)	(777)	313	(649)	185	(3,249)	(8,351)	5,102	(5,837)	2,588	
Depreciation & Common Service	272	271	1	482	(210)	2,884	2,993	(109)	5,350	(2,466)	
<b>Gain/(Loss) from Operations</b>	<b>(736)</b>	<b>(1,049)</b>	<b>313</b>	<b>(1,131)</b>	<b>395</b>	<b>(6,133)</b>	<b>(11,344)</b>	<b>5,211</b>	<b>(11,187)</b>	<b>5,054</b>	



# Service

## PERFORMANCE

	FY 2017	FY 2018	FY 2019	FY 2020	Budget 2021	FY 2021 - YTD May 2021		
						Actual	Budget	% Chg
<b><u>Community Benefit Cost</u></b>								
1. Charity Care	\$39.8	\$34.8	\$31.0	\$23.6	\$26.2	\$19.3	\$23.9	-19.1%
2. Bad Debts	\$112.9	\$108.3	\$114.9	\$122.4	\$142.4	\$46.9	\$130.6	-64.1%
3. Mcaid/HMO/PSN Program Cost	\$229.2	\$240.7	\$236.6	\$230.1	\$248.6	\$237.1	\$228.3	3.8%
4. Comm Health Service Net Cost	\$29.4	\$30.1	\$37.0	\$28.3	\$26.7	\$18.7	\$24.4	-23.6%
5. PPUC	\$49.4	\$57.2	\$60.2	\$69.0	\$74.5	\$64.3	\$68.3	-5.8%
6. Mcaid Cost of County Funding	\$8.7	\$8.9	\$9.0	\$8.7	\$8.8	\$8.1	\$8.1	0.0%
7. CDTC	\$1.6	\$1.4	\$1.0	\$1.3	\$1.0	\$1.3	\$0.9	39.5%
8. Total Cost	\$471.0	\$481.4	\$489.6	\$483.5	\$528.1	\$395.6	\$484.5	-18.3%
<b><u>Government Funding Sources</u></b>								
9. Tax Revenues Net (Millage)	\$137.9	\$138.6	\$128.6	\$129.4	\$152.0	\$139.8	\$139.2	0.4%
10. Mcaid/HMO/PSN Program Reimb	\$162.6	\$136.9	\$148.6	\$106.5	\$114.9	\$98.7	\$105.5	-6.4%
11. DSH - Medicaid	\$20.5	\$30.9	\$36.5	\$40.0	\$34.1	\$33.9	\$31.3	8.2%
12. DSH - Medicare	\$21.3	\$25.9	\$30.6	\$34.3	\$34.3	\$23.6	\$31.5	-25.0%
13. County Primary Care Support	\$8.5	\$8.4	\$8.5	\$7.3	\$7.4	\$6.8	\$6.8	0.4%
14. Community Health Serv Grants	\$6.0	\$5.9	\$5.7	\$9.2	\$6.9	\$5.7	\$6.3	-9.4%
15. Total	\$356.8	\$346.6	\$358.5	\$326.7	\$349.6	\$308.5	\$320.5	-3.8%
16. Comm. Benefit Cost in (Excess) of <b><u>Gov't Funding Sources</u></b>	(\$114.3)	(\$134.8)	(\$131.1)	(\$156.7)	(\$178.5)	(\$87.2)	(\$164.0)	-46.8%



# Broward Health Key Financial Indicators Trend

## PERFORMANCE

### Key Financial Indicators

	Audited FY 2017	Audited FY 2018	Audited FY 2019	Unaudited FY 2020	May FY 2020	May FY 2021	Moody's (2018) Not For Profit	
							Baa2	A Rated
<b>Liquidity:</b>								
1. Cash on Hand (Days)	185.7	233.3	248.0	272.0	263.9	293.0	136.6	215.1
2. Accounts Receivable (Days)	46.8	46.8	48.7	51.6	57.4	48.0	42.9	45.9
3. Cash-to-Direct Debt (%)	257.9%	205.2%	218.2%	245.0%	242.8%	288.6%	123.7%	167.7%
<b>Capitalization:</b>								
4. Debt-to-Capitalization (%)	22.0%	22.0%	28.2%	26.7%	28.5%	24.8%	38.4%	32.2%
5. Debt Service Coverage (x)	3.1	8.2	4.8	4.2	2.7	3.7	3.4	4.7
6. Capital Spending Ratio (% of Depr. Exp.)	171%	138%	70%	113%	87%	117%	100%	120%
<b>Profitability:</b>								
7. Operating Margin (%)	-1.0%	7.7%	0.0%	-3.1%	-2.2%	-2.8%	0.4%	2.2%

Received \$37.1 mil in FY20 and \$37.0mil in July, \$3.8 mil in Mar of FY21 for Cares Act Funding which is not included in Debt Service Coverage ratio for both months. July FY21 also includes realized gains \$7.7 mil on investments. This ratio is expected to come down as the year progresses.



# Statement of Cash Flows - May FY21

	<b>FY 2020</b> <b>YTD May</b>	<b>FY 2021</b> <b>YTD May</b>
Beginning Balance Cash & Investments	<b>763,598,062</b>	<b>835,820,710</b>
Excess of Revenue over Expense	<b>(39,357,260)</b>	<b>112,430,784</b>
Add: Depreciation	<b>48,336,259</b>	<b>49,036,946</b>
Add: Change in Accounts Recv.	<b>5,850,532</b>	<b>(25,478,589)</b>
Less: Capital Expenses	<b>(35,907,715)</b>	<b>(38,851,964)</b>
Add: All Other before tax revenue	<b>79,283,197</b>	<b>15,113,561</b>
Sub totals	<b>58,205,013</b>	<b>112,250,737</b>
Ad Valorem Tax Collections	<b>136,244,833</b>	<b>160,652,389</b>
Ad Valorem Tax Accruals	<b>(127,666,347)</b>	<b>(148,027,514)</b>
Ending Balance Cash & Investments	<b>830,381,561</b>	<b>960,696,322</b>
Change in Cash & Investments	<b>66,783,499</b>	<b>124,875,612</b>



# Broward Health AR Aging - May FY21

## Combined Medical Center

### NET AR

Region (All)   
 Debit / Credit (All)

Sum of NetAR	Column Labels <input type="button" value="v"/>											
Row Labels <input type="button" value="v"/>	In-House	DNFB	0-30	31-60	61-90	91-120	121-150	151-180	181-270	271-360	361+	Grand Total
+ 2021-May	12,791,327	14,771,822	45,477,944	20,509,983	13,799,337	7,942,161	6,350,186	3,501,750	7,647,935	2,291,284	-7,551,448	127,532,280
+ 2021-Apr	14,549,802	16,413,441	44,040,419	23,044,238	11,219,282	8,523,543	4,483,926	4,017,738	5,838,347	1,946,068	-6,528,216	127,548,589
+ 2021-Mar	13,223,228	15,943,734	48,440,356	18,700,861	12,480,554	6,241,462	4,804,106	3,333,463	5,984,538	1,072,803	-6,921,805	123,303,300
+ 2021-Feb	14,828,228	14,156,982	46,957,113	22,745,174	10,200,969	6,700,702	5,055,893	4,431,477	5,714,768	1,212,407	-7,776,459	124,227,253
+ 2021-Jan	14,348,820	15,694,464	45,618,389	17,385,545	11,699,042	6,903,132	6,149,214	3,086,820	5,625,274	2,110,831	-7,449,257	121,172,273
+ 2020-Dec	12,847,639	13,374,117	40,749,573	18,145,036	9,801,026	8,134,264	4,647,218	3,647,170	5,374,918	2,384,988	-11,418,570	107,687,379
+ 2020-Nov	13,436,897	12,908,516	44,572,119	16,937,425	11,670,804	6,698,918	5,062,749	3,118,610	4,611,251	2,256,548	-10,776,386	110,497,451
+ 2020-Oct	13,047,425	13,017,709	42,647,714	17,720,210	10,502,291	7,364,944	4,155,225	2,811,044	4,136,035	2,016,544	-9,997,815	107,421,325
+ 2020-Sep	14,355,765	12,335,310	44,280,360	15,571,429	11,205,808	6,081,318	3,713,070	2,246,106	4,819,917	1,139,039	-8,776,691	106,971,431
+ 2020-Aug	15,455,069	12,700,476	39,347,659	16,428,920	9,497,764	5,645,800	3,757,657	2,954,016	6,242,721	1,723,321	-8,275,899	105,477,504
+ 2020-July	15,568,680	14,182,797	41,136,789	15,474,924	8,633,229	5,715,925	4,869,669	4,020,825	8,491,822	2,802,620	-7,541,001	113,356,280
+ 2020-June	14,005,635	11,568,983	39,703,820	17,822,684	9,667,310	8,458,542	5,773,812	5,498,220	6,199,316	3,131,740	-6,815,309	115,014,752
+ 2020-May	13,546,714	10,867,987	42,037,822	15,710,976	11,164,315	9,628,574	6,574,973	4,034,264	5,823,827	3,428,065	-5,657,491	117,160,026
+ 2020-Apr	13,129,465	10,079,476	30,538,436	17,580,292	12,531,362	9,401,318	4,724,976	3,657,586	7,232,657	3,330,881	-4,811,763	107,394,687
+ 2020-Mar	14,293,232	7,708,271	43,174,522	21,095,587	15,612,797	9,451,021	5,872,050	4,285,170	7,108,775	3,003,379	-5,153,479	126,451,324
+ 2020-Feb	14,941,891	13,843,399	52,166,186	23,197,624	14,130,095	9,359,814	6,267,482	3,331,193	7,029,456	3,243,806	-4,895,588	142,615,357
+ 2020-Jan	16,318,977	16,139,514	50,415,199	20,916,458	15,158,588	10,066,684	4,837,347	4,486,636	6,848,077	3,046,124	-4,721,851	143,511,753



# Broward Health Board Reports - May FY21

Departments reporting to the Board:

- Internal Audit
- Legal
- Compliance
- Board

(In millions)

**Legal/Compliance Depts:**

1. 119305 - General Counsel
2. 119450 - Board of Comm.
3. 119460 - Internal Audit
4. 119480 - Outside Litigation
5. 119660 - Compliance
6. Total Expenses

Current Period					FYTD				
Actual	Budget	Var	Prior	Var	Actual	Budget	Var	Prior	Var
\$0.19	\$0.19	(\$0.00)	\$0.20	(\$0.01)	\$1.95	\$2.06	(\$0.11)	\$2.00	(\$0.05)
\$0.01	\$0.02	(\$0.01)	\$0.00	\$0.01	\$0.13	\$0.26	(\$0.13)	\$0.12	\$0.01
\$0.14	\$0.12	\$0.02	\$0.07	\$0.07	\$1.00	\$1.20	(\$0.20)	\$0.99	\$0.01
\$0.20	\$0.49	(\$0.29)	(\$0.42)	\$0.64	(\$0.38)	\$5.43	(\$5.81)	\$3.33	(\$3.71)
<u>\$0.23</u>	<u>\$0.20</u>	<u>\$0.03</u>	<u>\$0.15</u>	<u>\$0.08</u>	<u>\$2.35</u>	<u>\$2.14</u>	<u>\$0.21</u>	<u>\$0.70</u>	<u>\$1.65</u>
<b>\$0.77</b>	<b>\$1.02</b>	<b>(\$0.25)</b>	<b>(\$0.00)</b>	<b>\$0.77</b>	<b>\$5.05</b>	<b>\$11.10</b>	<b>(\$6.05)</b>	<b>\$7.15</b>	<b>(\$2.10)</b>



# Glossary

Term	Definition
Admissions	Inpatient encounter
Average Age of Plant	Measures the number of years embedded in accumulated amortized/depreciated costs in the Balance Sheet. Calculated by dividing Accumulated Depreciation by its related Depreciation Expense incurred during the reported period
Adjusted Patient Days	Measure that normalizes Inpatient Days to be proportionally equal to the ratio of total patient revenue over inpatient revenue. Allows for the per unit comparison of Total Patient Revenue.
Average Length of Stay	Patient Days divided by Admissions. Measures average stay of an inpatient admission in days
Capital Expenditures	Expenditures incurred which represent costs that extend beyond the current operating period for the purpose of physical plant, equipment and technology investment or replacement. These costs are depreciated/amortized over its expected useful life which is longer than one operating year
Capital Spending Ratio	Ratio of Capital Expenditures to Depreciation Expense for the last 12 months. Attempts to measure how often the organization replenishes one year's worth of depreciated capital
Case Mix Index (CMI) - All	The relative value assigned to a diagnosis-related group of all patients in a medical care environment. The CMI value is used in determining the allocation of resources to care for and/or treat the patients in the group
Case Mix Index (CMI) - Medicare	The relative value assigned to a diagnosis-related group of Medicare patients in a medical care environment. The CMI value is used in determining the allocation of resources to care for and/or treat the patients in the group
Cash to Total Debt	Ratio of Cash and Investments from unrestricted sources to Total Debt
Community Benefit	Measure of total uncompensated costs resulting from patient activity subsidized by the organization after accounting for proceeds from all governmental sources
Community Health Care Visits	OP Visits to a Community Health Center
Days Cash on Hand	Measure of the number of Days existing unrestricted cash and investments can pay for 12 months of operating expenses including interest on Total Debt
Days in Accounts Receivable	Measures average age of patients accounts in days
EBIDA	Earnings before Interest, Depreciation and Amortization. Approximation of cash generated by operating activities. Deducts non operating activities as well as non cash expenses
EBIDA Margin	EBIDA as a percent of Operating Revenue
Excess Revenue over Total Expenses	Net profit resulting from revenues (operating and non-operating) and Total Expenses
First Pass Denial	FPDR by amount (%) = Denied Amount/Previous 3 months average of billed charges
FTE	Full Time Equivalent, converts paid hours to its full time equivalent by dividing total paid hours by 2080 (average number of hours worked by a person with a 40 hour per week shift)
Hours per Adjusted Patient Days	Computes a global productivity ratio by associating all hours to adjusted patient days



# Glossary

Net Patient Revenue	Expected net proceeds earned from billed patient encounters
Non operating Expenses	Incurred costs not related to operating actives. Interest Expense and related.
Non Operating Revenue	Expected earned (realized and unrealized) proceeds not resulting from operating actives. Tax proceeds, Investment Income (realized and Unrealized), Donations proceeds
Operating Expense	Incurred costs related to activates resulting from the day to day management of the business, directly or indirectly related to the core purpose of the business
Operating Income	Net profit resulting from Operating Revenues after recognition of related Operating Expenses
Operating Margin	Operating Income as a percent of Operating Revenue
OT/Agency % of Productive Hours	Measure of premium pay management. Out of total productive hours what percent came from premium usage
Outpatient Medical Center Visits	Measure of all outpatient related visits. Includes, Emergency Treated and Released, Outpatient Surgeries, Referred Outpatient Visits, and Clinic Visits
Patient Days	Measure of length of stay for an inpatient admission in days.
Physician Practice Visits	Measures of visits conducted by employed physicians. Counts Evaluation and Management CPT codes billed and posted during the reported period
Short Stay Cases / (Observation)	Patients that have remained in a bed but do not meet the definition of an inpatient Admission
Short Stay / (Observation)Days	Measure of length of stay for a short stay case. May be les than 1
Supplies per Adjusted Patient Days	Computes a global efficiency ratio by associating the cost of all supplies to adjusted patient days.
Surgeries	Measure or count of inpatient or outpatient procedures performed in an OR suite or patient room.
SWB % of NOR	Measure of cost efficiency for Salary Wages and Benefits as a percent of Net Operating Revenue. Analyzes the organizations ability to flex cost up or down relative to fluxuations in Net Operating Revenue
Total Debt	Aggregate of all liabilities, short-term (payable during operating period) and long-term (payable after the current operating period)
Total ED Visits	Measure of encounters that took place in the Emergency Department inclusive of Trauma cases. Includes patients treated and released as well as patients subsequently admitted
Total Expenses	All incurred expense, operating and non operating
Total Operating Revenue	Expected net proceeds earned from operating activities, includes patient and non patient related sources
UCC Visits	Measures of visits conducted by employed physicians or qualified Nurse Practitioner in an Urgent Care setting. Counts Evaluation and Management CPT codes billed and posted during the reported period.