

**SUMMARY OF REQUEST**

**DATE:** May 25, 2022

**FACILITY:** North Broward Hospital District

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

**REQUEST:** Acceptance of the Interim Financial Statements for the month of March 2022

**PURPOSE:** *Not Applicable*

**CAPITAL REQUIRED:** *Not Applicable*

**FISCAL IMPACT:** *Not Applicable*

**BUDGET STATUS:** *Not Applicable*

**LEGAL REVIEW:** *Not Applicable*

**APPROVED:**   
Shane Strum  
05/12/2022 16:47 EDT \_\_\_\_\_ DATE: \_\_\_\_\_  
Shane Strum, President/CEO BH

**APPROVED:**   
Alex Fernandez  
05/13/2022 14:10 EDT \_\_\_\_\_ DATE: \_\_\_\_\_  
Alex Fernandez, CFO/Chief Financial Officer

Company consolidation

	2022	2021
ASSETS		
CURRENT ASSETS:		
Cash and cash equivalents	131,423,199.39	105,999,727.57
Cash & Investments Externally	13,827,832.07	13,274,705.19
Short-term investments	552,575,299.45	573,094,754.97
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.	195,762,891.79	150,419,031.87
Inventories	37,020,489.36	38,527,354.95
Est. third party payor	33,263,882.24	3,438,779.17
Net Taxes Receivable	11,025,765.87	10,302,760.42
Other Current Assets	70,113,599.87	47,451,224.56
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Total current assets	1,054,308,960.04	949,780,338.70
ASSETS WHOSE USE IS LIMITED:		
Held by trustee under bond indenture agreement for		
Held by trustee for self-ins.	39,691,286.47	39,737,708.89
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	39,691,286.47	39,737,708.89
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	30,395,286.47	32,465,708.89
INVESTMENTS	179,815,419.70	305,500,860.68
CAPITAL ASSETS, NET	590,382,299.96	557,393,323.90
OTHER ASSETS	39,421,612.33	26,455,489.78
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TOTAL ASSETS	1,894,323,578.50	1,871,595,721.95
DEFERRED OUTFLOWS OF RESOURCES		
Accumulated decrease in fair		
LOSS ON DEBT REFUNDINGS	17,579,367.02	20,320,601.30
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	48,214,571.20	59,212,934.05
Total Assets & Deferred Outflo	1,942,538,149.70	1,930,808,656.00
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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	(5,528,676.59)	(1,633,951.43)
Advanced Funds-Property Taxes	(46,310,282.00)	(40,182,961.00)
Accounts payable and acc. exp	(161,815,335.33)	(123,634,048.57)
Accr salaries and payroll tax	(43,252,365.73)	(63,056,323.33)
Accrued personal leave	(33,100,881.68)	(32,536,493.39)
Estimated third-party payor	(122,388,518.22)	(99,021,754.14)
Interest Payable	(3,750,773.57)	(3,786,500.01)
Current portion of self-ins	(9,296,000.00)	(7,272,000.00)
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Total Current Liabilities	(431,257,833.12)	(376,664,031.87)
REVENUE BONDS, NET OF CURRENT	(316,838,917.38)	(324,024,148.32)
LEASE FACILITY OBLIG, NET OF	(12,193,304.75)	(2,272,115.88)
SELF-INS LIAB, NET OF CURRENT	(21,430,415.63)	(19,209,290.49)
NET PENSION LIABILITY	101,708,206.72	31,652,600.08
TOTAL OPEB LIABILITY	(67,820,560.42)	(189,527,233.81)
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Total liabilities	(747,832,824.58)	(880,044,220.29)
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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	(12,426,696.26)	0.00
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Total Deferred Inflows	(110,982,674.25)	(44,172,002.99)
NET POSITION		
Net Investments in Capital		
Assets	(267,585,768.26)	(244,243,709.57)
Restricted net assets-donor restrictions	(19,485,350.92)	(19,928,288.07)
Unrestricted	(796,651,531.43)	(742,420,434.71)
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Total Net Position	(1,083,722,650.61)	(1,006,592,432.35)
TOTAL LIAB, DEF. INFL & NET PO	(1,942,538,149.44)	(1,930,808,655.63)
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Operating Statement  
Summary  
FY 2022  
Mar-2022

	Current Month			Prior MTD			YTD			Prior YTD		
	Act	Bud	Var	Act	Var	Bud	Act	Bud	Var	Act	Bud	Var
<b>Net Gain / (Loss) From Operations</b>												
<b>Total System</b>	<b>(15,570,686)</b>	<b>(14,261,808)</b>	<b>(2,318,878)</b>	<b>(12,521,023)</b>	<b>(4,049,663)</b>	<b>(160,242,819)</b>	<b>(141,338,876)</b>	<b>(18,904,143)</b>	<b>(145,738,068)</b>	<b>(14,504,752)</b>		
<b>Combined Med Centers</b>	<b>(11,164,842)</b>	<b>(6,717,016)</b>	<b>(5,447,826)</b>	<b>(2,831,851)</b>	<b>(8,332,991)</b>	<b>(106,540,853)</b>	<b>(68,564,424)</b>	<b>(37,856,429)</b>	<b>(94,904,226)</b>	<b>(11,636,627)</b>		
BHMC	(2,652,309)	(1,325,541)	(1,326,768)	1,665,521	(4,317,830)	(38,973,969)	(20,356,797)	(18,617,192)	(35,914,113)	(3,059,876)		
BHN	(4,288,512)	(2,000,240)	(2,288,272)	(2,247,335)	(2,033,177)	(36,913,435)	(23,204,586)	(13,708,848)	(28,775,733)	(8,137,702)		
BHLP	(2,048,691)	(1,492,798)	(556,893)	(1,608,683)	(441,009)	(19,807,500)	(15,459,721)	(4,347,779)	(19,985,146)	(177,646)		
BHCS	(2,182,330)	(696,436)	(1,283,893)	(641,354)	(1,540,975)	(10,845,930)	(9,563,320)	(1,282,610)	(10,229,235)	(616,695)		
<b>Combined Ambulatory</b>	<b>(3,193,815)</b>	<b>(4,893,510)</b>	<b>1,799,695</b>	<b>(4,484,567)</b>	<b>1,290,752</b>	<b>(38,150,991)</b>	<b>(43,956,592)</b>	<b>5,805,632</b>	<b>(44,416,708)</b>	<b>6,265,747</b>		
Broward Health Imaging	(44,721)	(37,807)	(6,914)	(36,803)	(7,917)	(430,502)	(390,170)	(50,331)	(343,229)	(87,273)		
Broward Health Weston	(56,116)	(162,969)	106,851	(166,327)	112,209	(697,773)	(1,558,050)	860,277	(1,283,341)	565,569		
BHUC Centers	(15,105)	(2,191)	(65,633)	(65,633)	50,528	(322,709)	(211,173)	(111,535)	(516,557)	193,948		
Broward Health CHS Primary Ca	(324,656)	(254,239)	(70,419)	(523,586)	198,228	(3,844,964)	(4,531,400)	686,436	(6,089,119)	2,254,155		
Home Health	(267,311)	(200,847)	(66,464)	(148,151)	(118,160)	(1,900,547)	(227,041)	(1,673,506)	(1,695,957)	(204,590)		
Home Hospice	44,956	(51,607)	96,563	(39,905)	84,861	(266,722)	(426,426)	139,704	(315,160)	28,438		
Hospice Inpatient	1,307,128	(101,011)	1,408,139	(114,771)	1,415,899	927,197	(896,682)	1,823,879	(1,134,762)	2,061,958		
Broward Health Physician Group	(3,881,987)	(4,172,839)	340,852	(3,366,391)	(445,596)	(31,594,942)	(34,279,184)	2,684,242	(33,028,585)	1,433,642		
Broward Health Corporate Office	131,284	0	131,284	(3,877,900)	4,008,184	0	(0)	0	(0)	0		
Broward Health Corporate Other	(176,561)	(2,580,036)	2,403,477	990	(177,551)	(5,815,872)	(21,087,798)	15,271,926	(4,890)	(5,810,982)		
Broward Health TPA	0	(19,628)	19,628	(43,659)	43,659	(112,259)	(255,196)	142,937	(386,245)	273,986		
Broward Health Foundation	(101,748)	(114,637)	12,889	(131,942)	30,194	(888,671)	(1,010,966)	142,295	(777,088)	(91,582)		
Broward Health ACO	(73,260)	(3,784)	(69,476)	(81,815)	8,555	337,580	5,059	332,521	(840,623)	1,178,203		
CDTC	(178,639)	(108,302)	(72,337)	(849,289)	670,650	(1,342,298)	(666,473)	(675,825)	(1,995,796)	653,498		
Real Estate & Property Management	582,637	507,054	75,583	345,578	237,059	3,681,771	4,505,710	(823,940)	3,077,540	604,231		
GME	(2,395,740)	(1,233,945)	(1,161,795)	(566,567)	(1,629,173)	(11,431,257)	(10,287,996)	(1,143,261)	(5,490,029)	(5,941,228)		
<b>Excess Revenue Over Expenses</b>												
<b>Total System</b>	<b>(13,164,166)</b>	<b>764,220</b>	<b>(13,928,386)</b>	<b>11,201,152</b>	<b>(24,365,319)</b>	<b>(46,102,522)</b>	<b>(6,113,846)</b>	<b>(39,988,675)</b>	<b>88,722,628</b>	<b>(134,825,160)</b>		
<b>Combined Med Centers</b>	<b>7,001</b>	<b>5,417,947</b>	<b>(5,410,947)</b>	<b>11,471,043</b>	<b>(11,464,042)</b>	<b>(5,300,097)</b>	<b>31,630,249</b>	<b>(36,930,346)</b>	<b>39,137,179</b>	<b>(44,437,277)</b>		
BHMC	2,270,568	3,550,200	(1,279,633)	7,435,947	(5,165,360)	5,154,235	23,524,875	(18,370,841)	19,146,720	(13,992,485)		
BHN	(1,459,326)	817,012	(2,276,338)	1,537,848	(2,397,174)	(11,219,466)	2,150,686	(13,370,152)	398,258	(11,617,724)		
BHLP	(824,962)	(267,393)	(557,569)	123,111	(948,073)	(8,531,104)	(4,431,066)	(4,100,038)	(3,420,301)	(5,110,903)		
BHCS	20,721	1,318,127	(1,297,406)	2,374,136	(2,353,415)	9,286,238	10,365,753	(1,069,516)	23,012,501	(13,716,264)		
<b>Combined Ambulatory</b>	<b>(3,118,234)</b>	<b>(4,885,617)</b>	<b>1,767,384</b>	<b>(4,356,386)</b>	<b>1,238,153</b>	<b>(37,477,666)</b>	<b>(42,984,974)</b>	<b>5,517,307</b>	<b>(43,352,106)</b>	<b>5,874,440</b>		
Broward Health Imaging	(44,721)	(37,807)	(6,914)	(36,803)	(7,917)	(430,502)	(390,170)	(50,331)	(343,229)	(87,273)		
Broward Health Weston	(79,693)	(186,720)	107,027	(192,284)	112,591	(912,239)	(1,771,811)	859,571	(1,501,137)	588,897		
BHUC Centers	(15,427)	(2,191)	(13,236)	(65,633)	50,206	(325,073)	(211,173)	(113,900)	(516,557)	191,484		
Broward Health CHS Primary Ca	(324,796)	(244,093)	(80,705)	(482,946)	158,148	(3,847,841)	(4,359,508)	511,667	(5,820,211)	1,972,370		
Home Health	(178,703)	(112,239)	(66,464)	(60,543)	(118,160)	(1,103,075)	(876,031)	(227,044)	(898,481)	(204,594)		
Home Hospice	67,846	(28,716)	96,563	(17,015)	84,861	(80,712)	(220,413)	139,702	(109,146)	28,434		
Hospice Inpatient	1,301,128	(101,011)	1,402,139	(114,771)	1,415,899	927,197	(896,682)	1,823,879	(1,134,762)	2,061,958		
Broward Health Physician Group	(3,843,965)	(4,172,839)	328,874	(3,366,391)	(457,474)	(31,705,422)	(34,279,184)	2,573,763	(33,028,585)	1,323,163		
Broward Health Corporate Office	(10,092,879)	1,520,159	(11,612,838)	4,866,244	(14,978,923)	(8,866,606)	(13,681,427)	(22,568,033)	96,512,361	(107,398,967)		
Broward Health Corporate Other	1,994,627	(419,650)	2,403,477	1,963,637	2,315	13,636,621	(1,635,305)	15,271,926	(4,890)	13,641,511		
Broward Health TPA	0	(19,628)	19,628	(2,315)	2,315	(61,340)	(255,196)	193,856	(42,101)	(19,238)		
Broward Health Foundation	65,318	(89,295)	(23,977)	312,672	(247,354)	2,593	(773,893)	776,485	(783,187)	785,780		
Broward Health ACO	(73,260)	(3,784)	(69,476)	(81,815)	8,555	337,580	5,059	332,521	(840,623)	1,178,203		
CDTC	(180,241)	(31,020)	(149,221)	(806,290)	628,050	(818,425)	(11,071)	(829,497)	(1,491,514)	673,088		
Real Estate & Property Management	638,842	507,054	131,788	345,578	293,264	3,866,076	4,505,710	(609,634)	3,077,540	818,536		
GME	(2,395,740)	(1,233,945)	(1,161,795)	(566,567)	(1,629,173)	(11,431,257)	(10,287,996)	(1,143,261)	(5,490,029)	(5,941,228)		

TOTAL SYSTEM  
OPERATING STATEMENT  
FY22

March FY22

For the Month of March														
March - 2022 Actual	March - 2022 Budget	Over/(Under) Variance	Percent	March - 2021 Actual	Over/(Under) Var to Prior MTD	Percent	Description	March - 2022 Actual	March - 2022 Budget	Over/(Under) Variance	YTD Thru March YTD Percent	March - 2021 Actual	Over/(Under) Var to Prior YTD	Percent
271,687,320	275,975,414	(4,288,094)	(1.6%)	260,148,542	11,538,778	4.4%	Patient Revenue	2,536,142,927	2,360,270,746	175,872,181	7.5%	2,122,184,417	413,958,510	19.5%
196,264,843	187,944,050	8,320,793	4.4%	165,769,941	30,494,902	18.4%	Inpatient	1,562,643,155	1,576,242,630	(13,599,476)	(0.9%)	1,272,380,867	290,262,288	22.8%
22,322,131	26,039,782	(3,717,651)	(14.3%)	28,796,862	(6,474,731)	(22.5%)	Outpatient	197,526,597	220,759,845	(23,233,248)	(10.5%)	197,497,138	29,459	0.0%
490,274,293	489,959,245	315,048	0.1%	454,715,344	35,558,949	7.8%	Ambulatory	4,296,312,678	4,157,273,222	139,039,457	3.3%	3,592,062,422	704,250,257	19.6%
7,192,336	10,748,839	(3,556,503)	(33.1%)	8,085,445	(893,109)	(11.0%)	Total Patient Revenue	57,195,858	91,779,698	(34,583,840)	(37.7%)	69,236,718	(12,040,860)	(17.4%)
365,407,548	330,203,364	35,204,179	10.7%	349,435,582	15,971,960	4.6%	Deductions From Revenue	3,193,666,097	2,809,947,065	383,719,032	13.7%	2,649,553,355	544,112,742	20.5%
15,588,346	61,168,650	(45,580,304)	(74.5%)	6,589,310	8,999,036	136.6%	Charity Services	198,335,005	510,936,560	(312,601,555)	(61.2%)	172,715,051	25,619,954	14.8%
388,188,225	402,120,853	(13,932,628)	(3.5%)	364,110,337	24,077,888	6.6%	Contractual Allowances	3,449,196,960	3,412,663,323	36,533,637	1.1%	2,891,505,124	557,691,836	19.3%
102,086,068	87,838,392	14,247,676	16.2%	90,605,007	11,481,061	12.7%	Bad Debt	847,115,719	744,609,899	102,505,820	13.8%	700,557,298	146,558,421	20.9%
20,083,972	19,646,825	437,147	2.2%	15,534,260	4,549,712	29.3%	Total Deductions	139,753,068	167,170,889	(27,417,821)	(16.4%)	133,375,260	6,377,809	4.8%
2,766,925	4,277,812	(1,510,886)	(35.3%)	2,763,957	2,968	0.1%	Net Patient Revenue	36,548,145	35,758,852	789,293	2.2%	31,177,473	5,370,672	17.2%
7,478,998	7,882,172	(403,174)	(5.1%)	6,752,853	726,146	10.8%	Reimbursement	65,660,962	66,204,481	(543,519)	(0.8%)	56,597,166	9,063,796	16.0%
73,953,752	62,943,750	11,010,002	17.5%	64,889,661	9,064,091	14.0%	Medicare-Traditional	694,020,429	529,871,052	164,149,377	31.0%	500,494,213	193,526,216	38.7%
(2,197,393)	(6,912,167)	4,714,774	(68.2%)	664,277	(2,861,669)	(430.8%)	MC - M'Care/PSN	(88,866,571)	(54,395,375)	(34,471,196)	(63.4%)	(21,086,814)	(67,779,757)	321.4%
102,086,255	87,838,392	14,247,863	16.2%	90,605,007	11,481,248	12.7%	Other Reimbursement	847,116,033	744,609,899	102,506,134	13.8%	700,557,298	146,558,735	20.9%
2,515,954	2,879,227	(363,273)	(12.6%)	3,232,926	(716,922)	(22.2%)	Medicaid DSH Payments	22,643,585	23,233,044	(589,459)	(2.5%)	26,396,399	(3,752,814)	(14.2%)
1,889,761	1,901,263	(11,502)	(0.6%)	1,176,845	712,916	60.6%	Grant Revenue	15,727,216	17,067,086	(1,339,871)	(7.9%)	16,469,686	(742,470)	(4.5%)
288,367	424,203	(135,837)	(32.0%)	301,581	(13,214)	(4.4%)	Capitated Revenue	3,069,213	3,768,664	(699,451)	(18.6%)	3,410,931	(341,718)	(10.0%)
106,780,149	93,043,085	13,737,064	14.8%	95,316,358	11,463,791	12.0%	Total Net Reimbursement	888,555,733	788,678,693	99,877,040	12.7%	746,834,314	141,721,419	19.0%
7,925,278	7,221,163	704,115	9.8%	6,809,687	1,115,591	16.4%	Other Operating Revenue	67,763,488	64,122,652	3,640,836	5.7%	56,914,090	10,849,398	19.1%
114,705,427	100,264,248	14,441,179	14.4%	102,126,045	12,579,382	12.3%	Total Operating Revenue	956,319,221	852,801,345	103,517,875	12.1%	803,748,404	152,570,816	19.0%
68,027,805	53,420,854	14,606,952	27.3%	55,124,978	12,902,827	23.4%	Operating Expenses	573,683,270	456,419,874	117,263,396	25.7%	447,871,606	125,811,663	28.1%
10,758,303	11,310,274	(551,971)	(4.9%)	11,449,236	(690,933)	(6.0%)	Salaries & Wages	98,780,094	97,827,981	952,113	1.0%	95,871,698	2,908,396	3.0%
7,200,376	6,279,753	920,623	14.7%	6,034,019	1,166,357	19.3%	Benefits	54,821,407	57,501,398	(2,679,992)	(4.7%)	52,877,292	1,944,114	3.7%
9,679,860	10,041,166	(361,306)	(3.6%)	8,925,591	734,269	8.5%	Fees Physician	86,753,062	90,425,127	(3,672,065)	(4.1%)	76,083,668	10,669,394	14.0%
24,324,613	22,482,480	1,842,133	8.2%	22,233,218	2,091,395	9.4%	Fees Other	204,295,841	192,238,665	12,057,176	6.3%	181,964,235	22,331,606	12.3%
731,936	766,749	(34,813)	(4.5%)	675,877	56,059	8.3%	Supplies	6,541,366	6,900,737	(359,371)	(5.2%)	5,991,293	550,073	9.2%
1,439,613	1,605,899	(166,287)	(10.4%)	1,659,748	(220,135)	(13.3%)	Insurance	13,491,373	13,638,617	(147,244)	(1.1%)	13,593,932	(102,558)	(0.8%)
798,952	1,179,316	(380,364)	(32.3%)	1,034,254	(235,302)	(22.8%)	Maintenance & Repairs	7,235,163	10,460,717	(3,225,555)	(30.8%)	9,380,968	(2,145,805)	(22.9%)
1,698,036	1,516,527	181,509	12.0%	1,607,387	90,649	5.6%	Lease and Rental	15,454,189	13,837,011	1,617,178	11.7%	13,917,180	1,537,009	11.0%
998,690	1,032,393	(33,703)	(3.3%)	1,029,665	(30,975)	(3.0%)	Utilities	8,990,137	9,291,536	(301,399)	(3.2%)	9,269,985	(276,848)	(3.0%)
766,649	472,020	294,629	62.4%	408,009	358,640	87.9%	PMATF	2,852,910	4,238,016	(1,385,106)	(32.7%)	2,639,297	213,613	8.1%
126,424,834	110,107,431	16,317,403	14.8%	110,181,983	16,242,851	14.7%	Total Operating Expenses	1,072,898,812	952,779,682	120,119,131	12.6%	903,458,154	163,440,658	18.0%
0	0	0	0.0%	0	0	0.0%	Common Service	0	0	0	0.0%	0	0	0.0%
4,851,279	4,408,625	442,653	10.0%	4,465,085	386,193	8.6%	Depreciation & Amortization	43,663,228	41,360,340	2,302,888	5.6%	40,028,318	3,634,910	9.1%
131,276,113	114,516,056	16,760,056	14.6%	114,647,068	16,629,045	14.5%	Total Expenses	1,116,562,040	994,140,022	122,422,018	12.3%	949,486,472	167,075,568	17.6%

TOTAL SYSTEM  
OPERATING STATEMENT  
FY22

March FY22

For the Month of March		YTD Thru March				March - 2021		March - 2022		YTD		Over/(Under)		Percent	
Actual	Budget	March - 2022	March - 2021	Over/(Under)	Var to Prior MTD	Percent	Actual	Budget	March - 2022	March - 2021	Actual	Actual	Var to Prior YTD	Percent	
(16,570,686)	(14,251,806)	(16,570,686)	(12,521,023)	(4,049,663)	(4,049,663)	32.3%	(160,242,819)	(141,338,676)	(18,904,143)	(13.4%)	(145,738,068)	(14,504,752)	10.0%		
14,982,307	15,061,873	(79,566)	13,117,122	1,865,185	1,865,185	14.2%	135,079,463	135,556,857	(477,394)	(0.4%)	113,635,991	21,443,473	18.9%		
795,501	1,071,948	(278,447)	1,230,043	(436,542)	(436,542)	(35.5%)	9,403,134	9,647,532	(244,398)	(2.5%)	9,811,982	(408,848)	(4.2%)		
(9,977,928)	759,278	(10,737,206)	5,550,869	(15,528,797)	(15,528,797)	(279.8%)	(14,729,300)	6,833,503	(21,562,802)	(315.5%)	84,036,172	(98,765,471)	(117.5%)		
493,290	250,030	243,260	839,052	(345,762)	(345,762)	(41.2%)	3,590,940	2,250,272	1,340,668	59.6%	2,764,810	826,131	29.9%		
(230,820)	351,812	(582,632)	5,438,284	(5,669,104)	(5,669,104)	(104.2%)	3,309,082	3,246,892	62,190	1.9%	46,873,648	(43,564,567)	(92.9%)		
1,403,432	1,364,877	38,555	1,384,906	18,527	18,527	1.3%	12,762,605	12,283,897	478,708	3.9%	12,608,544	154,061	1.2%		
236,662	225,400	11,262	209,187	27,475	27,475	13.1%	1,991,548	2,028,600	(37,053)	(1.8%)	1,927,672	63,875	3.3%		
298,867	152,897	145,971	122,690	176,177	176,177	143.6%	1,325,041	1,376,070	(51,029)	(3.7%)	1,497,984	(172,943)	(11.5%)		
714,870	735,740	(20,870)	736,412	(21,542)	(21,542)	(2.9%)	6,433,828	6,621,659	(187,831)	(2.8%)	6,627,706	(193,878)	(2.9%)		
3,406,519	15,016,028	(11,434,591)	23,722,175	(20,315,656)	(20,315,656)	(85.6%)	114,140,298	135,224,830	(20,981,736)	(15.4%)	234,460,696	(120,320,398)	(51.3%)		
(13,164,166)	764,220	(13,928,386)	11,201,132	(24,365,319)	(24,365,319)	(217.5%)	(46,102,522)	(6,113,846)	(39,988,675)	(654.1%)	88,722,628	(134,825,150)	(152.0%)		
46,539	46,962	(423)	44,960	1,580	1,580	3.5%	415,951	396,076	19,875	5.0%	359,974	55,978	15.6%		
7,825	8,547	(723)	7,554	270	270	3.6%	65,986	71,823	(5,837)	(8.1%)	60,799	5,187	8.5%		
80,037	77,084	2,953	76,071	3,966	3,966	5.2%	519,662	513,312	6,350	1.2%	581,464	(61,802)	(10.5%)		
25,790	26,452	(662)	25,722	68	68	0.3%	38,952	40,777	(1,825)	(4.5%)	35,920	3,032	8.4%		
5.9	5.5	0.5	6.0	(0.0)	(0.0)	(0.1%)	245,539	224,870	20,669	9.2%	212,672	32,867	15.5%		
1,501	1,515	(136)	1,450	51.0	51.0	3.5%	6.3	5.5	0.8	14.3%	5.9	0.4	6.5%		
5.2	5.7	(0.5)	5.2	(0.1)	(0.1)	(1.1%)	1,518	1,446	72.5	5.0%	1,309	209	16.0%		
68.7%	64.6%	4.1%	65.2%	3.5%	3.5%	5.4%	5.2	5.8	(0.6)	(11.0%)	5.7	(0.5)	(9.2%)		
21.2%	22.4%	-1.2%	21.8%	-0.6%	-0.6%	(2.6%)	70.3%	65.0%	5.3%	8.2%	67.7%	2.7%	3.9%		
20.3%	22.8%	-2.5%	20.9%	-0.6%	-0.6%	(2.9%)	21.4%	22.5%	-1.2%	(5.2%)	22.6%	-1.3%	(5.6%)		
-10.2%	-9.8%	-0.4%	-7.9%	-2.3%	-2.3%	29.5%	20.5%	24.2%	-3.7%	(15.2%)	22.9%	-2.4%	(10.3%)		
7,734.8	8,595.8	(861.0)	7,551.9	182.9	182.9	2.4%	-12.2%	-11.7%	-0.5%	4.0%	-13.2%	1.0%	(7.3%)		
5.15	5.67	(0.5)	5.2	(0.1)	(0.1)	(1.1%)	7,826.8	8,377.0	(550.3)	(6.6%)	7,434.5	392.3	5.3%		
175.1	178.1	(3.0)	177.1	(2.0)	(2.0)	(1.1%)	5.17	5.82	(0.6)	(11.0%)	5.68	(0.5)	(8.9%)		
155.6	156.3	(0.7)	158.4	(2.9)	(2.9)	(1.8%)	185.71	182.62	3.1	1.7%	191.45	(5.7)	(3.0%)		
29.4	32.4	(3.0)	29.8	(0.3)	(0.3)	(1.1%)	162.7	160.1	2.6	1.6%	168.2	(5.5)	(3.3%)		
26.2	28.4	(2.3)	26.6	(0.5)	(0.5)	(1.8%)	25.8	33.1	(3.7)	(11.0%)	32.3	(2.9)	(8.9%)		
49.65	35.08	14.57	41.21	8.4	8.4	20.5%	25.8	29.0	(3.2)	(11.1%)	28.4	(2.6)	(9.2%)		
2,194	1,870	323.1	2,015	178.3	178.3	8.8%	46.81	34.80	12.02	34.5%	38.48	8.3	21.7%		
2,465	2,135	329.7	2,272	193.2	193.2	8.5%	2,037	1,880	156.6	8.3%	1,946	90.4	4.6%		
1,462	1,138	324.2	1,226	235.6	235.6	19.2%	2,299	2,153	146.0	6.8%	2,233	66.3	3.0%		
523	479	43.9	495	28.2	28.2	5.7%	1,379	1,152	226.9	19.7%	1,244	135.0	10.9%		
2,821	2,438	382.3	2,550	270.8	270.8	10.6%	491	485	5.8	1.2%	505	(2.8%)	(14.3)		
0.17	0.18	(0.02)	0.17	(0.00)	(0.00)	0.0%	2,684	2,510	174.4	6.9%	2,638	46.7	1.8%		
							0.02	0.02	(0.00)	0.0%	0.02	(0.00)	0.0%		

Key Indicators

Adj Patient Days	44,960	1,580	3.5%	1,580	1,580	3.5%	415,951	396,076	19,875	5.0%	359,974	55,978	15.6%
Adj Admission	7,554	270	3.6%	7,554	270	3.6%	65,986	71,823	(5,837)	(8.1%)	60,799	5,187	8.5%
ED/Outpatient Visits	76,071	3,966	5.2%	76,071	3,966	5.2%	519,662	513,312	6,350	1.2%	581,464	(61,802)	(10.5%)
Admissions	4,322	14	0.3%	4,322	14	0.3%	38,952	40,777	(1,825)	(4.5%)	35,920	3,032	8.4%
Patient Days	25,722	68	0.3%	25,722	68	0.3%	245,539	224,870	20,669	9.2%	212,672	32,867	15.5%
ALOS	5.9	0.5	8.3%	6.0	(0.0)	(0.1%)	6.3	5.5	0.8	14.3%	5.9	0.4	6.5%
EOB	1,501	1,515	(136)	1,450	51.0	3.5%	1,518	1,446	72.5	5.0%	1,309	209	16.0%
EEOB	5.2	5.7	(0.5)	5.2	(0.1)	(1.1%)	5.2	5.8	(0.6)	(11.0%)	5.7	(0.5)	(9.2%)
Sal/Ben % NOR	65.2%	4.1%	6.4%	65.2%	3.5%	5.4%	70.3%	65.0%	5.3%	8.2%	67.7%	2.7%	3.9%
Supplies % NOR	21.8%	-1.2%	(5.4%)	21.8%	-0.6%	(2.6%)	21.4%	22.5%	-1.2%	(5.2%)	22.6%	-1.3%	(5.6%)
Other Exp % NOR	20.9%	-2.5%	(11.0%)	20.9%	-0.6%	(2.9%)	20.5%	24.2%	-3.7%	(15.2%)	22.9%	-2.4%	(10.3%)
Oper EBINTDPR % NOR	-7.9%	-0.4%	4.1%	-7.9%	-2.3%	29.5%	-12.2%	-11.7%	-0.5%	4.0%	-13.2%	1.0%	(7.3%)
FTE's - Total	7,551.9	(861.0)	(10.9%)	7,551.9	182.9	2.4%	7,826.8	8,377.0	(550.3)	(6.6%)	7,434.5	392.3	5.3%
FTE's/AOB	5.2	(0.5)	(9.2%)	5.2	(0.1)	(1.1%)	5.17	5.82	(0.6)	(11.0%)	5.68	(0.5)	(8.9%)
Hours/AA	177.1	(3.0)	(1.7%)	177.1	(2.0)	(1.1%)	185.71	182.62	3.1	1.7%	191.45	(5.7)	(3.0%)
Productive Hours/AA	158.4	(0.7)	(0.5%)	158.4	(2.9)	(1.8%)	162.7	160.1	2.6	1.6%	168.2	(5.5)	(3.3%)
Hours/APD	29.8	(3.0)	(9.2%)	29.8	(0.3)	(1.1%)	25.8	33.1	(3.7)	(11.0%)	32.3	(2.9)	(8.9%)
Productive Hours/APD	26.2	(2.3)	(8.1%)	26.6	(0.5)	(1.8%)	25.8	29.0	(3.2)	(11.1%)	28.4	(2.6)	(9.2%)
Average Hourly Rate	41.21	14.57	41.5%	41.21	8.4	20.5%	46.81	34.80	12.02	34.5%	38.48	8.3	21.7%
Total Reimb/APD	2,015	323.1	17.3%	2,015	178.3	8.8%	2,037	1,880	156.6	8.3%	1,946	90.4	4.6%
NOR/APD	2,272	329.7	15.4%	2,272	193.2	8.5%	2,299	2,153	146.0	6.8%	2,233	66.3	3.0%
Salary/APD	1,226	324.2	28.5%	1,226	235.6	19.2%	1,379	1,152	226.9	19.7%	1,244	135.0	10.9%
Supplies/APD	495	43.9	9.2%	495	28.2	5.7%	491	485	5.8	1.2%	505	(2.8%)	(14.3)
Total Expense/APD	2,550	382.3	15.7%	2,550	270.8	10.6%	2,684	2,510	174.4	6.9%	2,638	46.7	1.8%
FTE's/APD	0.17	(0.02)	0.0%	0.17	(0.00)	0.0%	0.02	0.02	(0.00)	0.0%	0.02	(0.00)	0.0%

TOTAL SYSTEM  
OPERATING STATEMENT  
FY22

March FY22

For the Month of March										YTD Thru March			
March - 2022	March - 2022	March - 2021	Over/(Under)	Percent	Description	March - 2022	March - 2022	March - 2021	Over/(Under)	YTD	Over/(Under)	Percent	
Actual	Budget	Actual	Var to Prior MTD	Percent		Actual	Budget	Actual	Var to Prior YTD	Percent	Var to Prior YTD	Percent	
62,659	57,323	60,192	2,466.8	4.1%	GPR/AA	65,109	57,882	59,081	7,227	12.5%	6,028.6	10.2%	
14,660	11,731	13,519	1,141.0	8.4%	NOR/AA	14,493	11,874	14,493	2,619	22.1%	13,220	9.6%	
13,047	10,277	11,994	1,053.3	8.8%	NET REV/AA	12,838	10,367	11,522	2,470	23.8%	1,315.3	11.4%	
16,777	13,398	15,176	1,601.4	10.6%	Total Expense/AA	16,921	13,842	15,617	3,080	22.2%	1,304.4	8.4%	
1,217,127	1,335,795	1,196,885	20,242.9	1.7%	Productive Hours	10,732,920	11,497,915	10,226,065	(764,996)	(6.7%)	506,854.8	5.0%	
153,039	186,897	140,884	12,154.4	8.6%	Non-Productive Hours	1,521,545	1,618,124	1,414,171	(96,579)	(6.0%)	107,373.5	7.6%	
1,370,166	1,522,691	1,337,769	32,397.3	2.4%	Total Hours	12,254,464	13,116,040	11,640,236	(861,575)	(6.6%)	614,228.3	5.3%	
14.9%	12.1%	8.8%	6.1%	0.0%	Prem% of Prod Hours	13.7%	3.7%	6.2%	10.0%	0.0%	7.5%	0.0%	
6.0%	1.7%	4.6%	1.4%	0.0%	OT% of Prod Hours	5.9%	1.7%	3.3%	4.2%	0.0%	2.6%	0.0%	
Operating Indicators													
3,144	3,301	3,246	(102.0)	(3.1%)	Admissions - ED	28,740	27,268	26,558	1,472	5.4%	2,182.0	8.2%	
0	0	0	0	0.0%	Admissions - Trauma	0	0	0	0	0.0%	0.0	0.0%	
434	356	337	97.0	28.8%	Admissions - Nursery	3,486	3,145	3,093	341	10.8%	3,930	12.7%	
985	815	751	234.0	31.2%	Patient Days - Nursery	7,904	7,530	6,940	374	5.0%	964.0	13.9%	
4,978	5,226	4,804	174.0	3.6%	Discharges	44,081	44,485	40,104	(404)	(0.9%)	3,977.0	9.9%	
22,147	22,292	18,975	3,172.0	16.7%	ER Dept Visits	184,770	179,449	147,790	5,321	3.0%	36,980.0	25.0%	
444	404	336	108.0	32.1%	Trauma Visits	3,460	3,397	3,114	63	1.9%	346.0	11.1%	
22,591	22,696	19,311	3,280.0	17.0%	Total ER Dept/Trauma Visits	188,230	182,846	150,904	5,384	2.9%	37,326.0	24.7%	
16,949	16,182	16,742	207.0	1.2%	Outpatient Visits	138,256	142,537	128,152	(4,281)	(3.0%)	10,104.0	7.9%	
591	598	602	(11.0)	(1.8%)	Clinic Visits	4,946	5,084	5,149	(138)	(2.7%)	(203.0)	(3.9%)	
2,683	2,253	2,506	1,770.0	7.1%	SSP Cases	21,824	19,888	19,539	1,936	9.7%	2,285.0	11.7%	
4,122	3,356	4,038	83.4	2.1%	SSP Days	33,442	29,664	29,176	3,778	12.7%	4,266.1	14.6%	
1,390	1,449	952	50.0	5.3%	Surgeries IP	8,133	9,248	7,922	(1,115)	(12.1%)	2,110.0	2.7%	
2,392	2,477	2,311	31.0	2.3%	Surgeries OP	10,945	12,443	10,279	(65.5)	(0.5%)	666.0	6.5%	
2,060,781	2,286,628	2,168,663	(107,862.0)	(5.0%)	Total Surgeries	19,078	21,691	18,201	(2,613)	(12.0%)	877.0	4.8%	
752,897	727,229	683,727	69,170.0	10.1%	Procedures IP	20,517,186	19,560,541	18,413,451	956,645	4.9%	2,103,735.0	11.4%	
2,813,678	3,013,857	2,852,390	(38,712.0)	(1.4%)	Procedures OP	5,969,919	6,147,439	5,229,595	(177,520)	(2.9%)	740,324.0	14.2%	
70,665	62,361	71,259	(593.8)	(0.8%)	Total Procedures	26,487,105	25,707,980	23,643,046	779,125	3.0%	2,844,059.0	12.0%	
25,125	21,692	23,459	1,666.0	7.1%	Physician RVU's	596,056	522,156	469,058	126,998.3	14.2%	126,998.3	27.1%	
1,728	1,709	1,720	8.0	0.5%	Physician Office Visits	206,678	182,282	170,741	24,396	13.4%	35,937.0	21.0%	
0	(0)	545	(545.0)	(100.0%)	BH Weston Visits	15,809	15,103	13,603	706	4.7%	2,206.0	16.2%	
111	127	143	(32.0)	(22.4%)	BHUC Center Visits	0	(0)	5,490	(5,490.0)	(100.0%)	(5,490.0)	(100.0%)	
7,359	7,574	7,080	279.0	3.9%	BH Imaging Visits	849	1,081	806	(232)	(21.4%)	43.0	5.3%	
936	1,659	1,493	(557.0)	(37.3%)	Primary Care Visits	56,240	63,306	56,947	(7,066)	(11.2%)	(707.0)	(1.2%)	
39,906	37,609	39,416	(329.0)	(4.2%)	Gold Coast Visits	9,655	14,665	11,879	(5,009)	(34.2%)	(2,223.0)	(18.7%)	
10,272	11,080	10,906	490.0	6.1%	CDTC Visits	36,454	43,635	37,793	(7,181)	(16.5%)	(1,339.0)	(3.5%)	
66	121	111	(634.0)	(5.8%)	Physician Visits	325,686	320,071	297,259	5,615	1.8%	28,427.0	9.6%	
0	125	68	(68.0)	(100.0%)	Pharmacy	86,971	94,419	91,905	(7,448)	(7.9%)	(4,934.0)	(5.4%)	
590,745	592,094	540,569	50,175.7	9.3%	GC Admits	815	1,073	944	(258)	(24.1%)	(129.0)	(13.7%)	
					GC Pt Days	880	1,106	837	(226)	(20.4%)	43.0	5.1%	
					Manual Statistics	5,098,265	4,913,495	4,405,086	184,770	3.8%	693,179.2	15.7%	
PAYOR UTILIZ - MED CTR													
743	982	733	10.0	1.4%	Medicare Admissions	6,299	8,124	6,158	(1,825)	(22.5%)	141.0	2.3%	
4,178	4,887	4,466	(288.0)	(6.4%)	Medicare Patient Days	38,310	41,703	36,290	(3,393)	(8.1%)	2,020.0	5.6%	
17,14%	19,77%	16,96%	0.2%	1.0%	Medicare Utilization	16,17%	19,92%	17,14%	(4%)	(18.6%)	-1.0%	(5.7%)	
5.6	5.1	6.1	(0.5)	(7.7%)	ALOS - Medicare	6.1	5.1	5.9	0.9	18.5%	0.2	3.2%	

# COMBINED MONTHLY PAYOR STATISTICS FY22

## March FY22

		For the Month of March				YTD Thru March			
		Mar-2022	Better/(Worse)	Percent	Mar-2021	Mar-2022	Better/(Worse)	Percent	Mar-2021
		Actual	Variance	Variance	Actual	Actual	Variance	Variance	Actual
<b>ADMISSIONS</b>									
	PAYOR TYPE								
	MEDICARE	743	952	(209)	733	6,299	8,124	(1,825)	6,158
	MEDICAID	364	410	(46)	370	3,066	3,451	(385)	3,098
	HMO/PPO/COMM	1,149	1,199	(50)	1,192	10,954	10,140	814	9,714
	HMO/PPO-MCARE	895	833	62	831	7,980	7,043	937	6,926
	HMO/PPO-MCAID	685	714	(29)	632	5,956	6,024	(68)	5,261
	CHARITY	59	124	(65)	60	468	1,054	(586)	521
	PRIVATE PAY	441	582	(141)	504	4,229	4,941	(712)	4,242
	<b>TOTAL ADMITS</b>	<b>4,336</b>	<b>4,814</b>	<b>(478)</b>	<b>4,322</b>	<b>38,952</b>	<b>40,777</b>	<b>(1,825)</b>	<b>35,920</b>
	PATIENT DAYS								
	PAYOR TYPE								
	MEDICARE	4,178	4,887	(709)	4,466	38,310	41,703	(3,393)	36,290
	MEDICAID	2,420	3,147	(727)	2,769	25,998	26,641	(643)	26,662
	HMO/PPO/COMM	6,570	6,109	461	6,393	65,240	52,043	13,197	51,658
	HMO/PPO-MCARE	5,947	5,206	741	5,632	56,837	44,383	12,454	44,232
	HMO/PPO-MCAID	3,970	4,112	(142)	3,456	36,078	34,882	1,196	32,667
	CHARITY	261	411	(150)	273	2,001	3,501	(1,500)	2,307
	PRIVATE PAY	2,444	2,580	(136)	2,733	21,075	21,715	(640)	18,656
	<b>TOTAL PAT DAYS</b>	<b>25,790</b>	<b>26,452</b>	<b>(662)</b>	<b>25,722</b>	<b>245,539</b>	<b>224,870</b>	<b>20,669</b>	<b>212,672</b>
	E.R. VISITS								
	PAYOR TYPE								
	MEDICAID	799	950	(151)	900	7,302	7,354	(52)	7,380
	MEDICARE	1,613	1,950	(337)	1,340	13,135	15,599	(2,464)	12,520
	MANAGED CARE	15,660	14,741	919	12,857	130,231	117,954	12,277	97,941
	CHARITY/PRIV PAY/JUNASS	4,519	5,054	(535)	4,014	37,562	41,938	(4,376)	32,863
	<b>TOTAL ER VISITS</b>	<b>22,591</b>	<b>22,696</b>	<b>(105)</b>	<b>19,311</b>	<b>188,230</b>	<b>182,846</b>	<b>5,384</b>	<b>150,904</b>
	O.P. VISITS								
	PAYOR TYPE								
	MEDICARE	16,949	16,182	767	16,742	138,256	142,537	(4,281)	128,152
	MEDICAID	5,62	5,13	0,49	6,09	6,08	5,13	0,95	5,89
	HMO/PPO/COMM	6,65	7,68	(1,03)	7,48	8,48	7,72	0,76	8,61
	HMO/PPO-MCARE	5,72	5,10	0,62	5,36	5,96	5,13	0,82	5,32
	HMO/PPO-MCAID	6,64	6,25	0,39	6,78	7,12	6,30	0,82	6,39
	CHARITY	5,80	5,76	0,04	5,47	6,06	5,79	0,27	6,21
	PRIVATE PAY	4,42	3,31	1,11	4,55	4,28	3,32	0,95	4,43
	<b>SUB TOTAL</b>	<b>5,95</b>	<b>5,49</b>	<b>0,45</b>	<b>5,95</b>	<b>6,30</b>	<b>5,51</b>	<b>0,79</b>	<b>5,92</b>

**North Broward Hospital District**  
**Summary of Monthly Patient Payments**  
**January 2019 through March 2022**

<i>Month of</i>	<i>Calendar 2019</i>	<i>Calendar 2020</i>	<i>Calendar 2021</i>	<i>Calendar 2022</i>
January	73,801,552	73,146,980	67,883,699	80,769,415
February	76,771,818	76,634,354	67,379,227	82,180,091
March	77,106,713	86,894,131	88,940,526	102,367,748
April	84,014,594	67,918,127	77,892,740	
May	85,944,211	57,708,367	78,114,034	
June	78,459,756	74,523,467	84,384,234	
July	80,336,097	82,781,624	79,816,139	
August	70,424,649	77,007,561	88,463,372	
September	71,939,073	71,448,289	86,598,411	
October	82,205,762	70,842,006	82,517,607	
November	73,399,083	67,335,329	83,743,026	
December	76,661,166	74,444,578	94,418,230	
<b>Totals</b>	<b>931,064,475</b>	<b>880,684,815</b>	<b>980,151,245</b>	<b>265,317,255</b>
<b>Monthly Average</b>	<b>77,588,706</b>	<b>73,390,401</b>	<b>81,679,270</b>	<b>88,439,085</b>
<b>Last 12 month average</b>	<b>76,574,471</b>	<b>78,338,321</b>	<b>72,351,067</b>	<b>85,105,421</b>

**North Broward Hospital District  
Days in Accounts Receivable  
Period Ended March 31, 2022**

		<b>BHMC</b>	<b>BHN</b>	<b>BHIP</b>	<b>BHCS</b>	<b>Total Med Ctrs</b>	<b>Total System</b>
<b>March</b>	2020	63.7	45.8	34.2	37.3	51.5	51.6
<b>April</b>	2020	61.0	44.8	35.0	36.9	50.0	50.3
<b>May</b>	2020	69.3	54.9	46.4	44.8	59.0	59.3
<b>June</b>	2020	63.3	50.3	40.6	37.2	53.2	54.0
<b>July</b>	2020	48.4	42.5	35.3	33.4	43.0	44.1
<b>August</b>	2020	45.1	40.5	33.1	33.5	40.5	41.5
<b>September</b>	2020	46.8	40.9	35.5	34.4	41.8	42.9
<b>October</b>	2020	48.1	42.6	36.1	33.7	42.5	44.1
<b>November</b>	2020	50.6	44.5	36.3	35.8	44.6	46.0
<b>December</b>	2020	50.1	43.3	35.8	35.9	44.1	45.5
<b>January</b>	2021	53.0	46.5	38.9	38.5	47.3	48.6
<b>February</b>	2021	52.9	47.0	40.5	39.4	47.7	48.9
<b>March</b>	2021	52.7	43.5	38.1	35.6	45.9	46.9
<b>April</b>	2021	54.9	43.2	36.3	37.4	46.8	47.7
<b>May</b>	2021	54.8	45.2	35.9	37.9	47.2	48.0
<b>June</b>	2021	57.9	41.7	33.3	34.9	46.5	47.3
<b>July</b>	2021	61.4	44.8	36.9	36.4	49.5	50.5
<b>August</b>	2021	60.3	45.3	36.0	38.0	49.5	49.9
<b>September</b>	2021	57.5	45.3	36.2	39.7	48.7	49.3
<b>October</b>	2021	59.7	47.8	37.9	41.9	50.9	51.5
<b>November</b>	2021	63.9	48.9	40.4	41.7	53.6	54.0
<b>December</b>	2021	65.2	47.6	42.2	40.1	53.4	54.0
<b>January</b>	2022	66.5	49.7	43.2	42.9	55.4	56.0
<b>February</b>	2022	66.9	49.4	39.6	42.8	55.0	55.7
<b>March</b>	2022	62.7	46.6	37.0	39.8	52.1	52.9

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

	March 2022	December 2021	September 2021	June 2021	March 2021	December 2020	September 2020	June 2020
<b><u>ALL MED CTIRS</u></b>								
Net A/R	155,942,478	154,948,633	144,824,652	119,974,911	121,684,985	104,239,098	97,575,313	107,675,884
Net Revenue/Day	2,992,443	2,901,536	2,971,471	2,578,067	2,652,055	2,364,285	2,336,969	2,025,346
A/R Days	52.11	53.40	48.74	46.54	45.88	44.09	41.75	53.16
<b><u>BGMC</u></b>								
Net A/R	90,306,507	85,011,202	78,114,883	66,014,558	67,263,982	53,524,739	49,771,360	62,073,483
Net Revenue/Day	1,439,246	1,304,444	1,359,589	1,139,844	1,276,202	1,068,851	1,062,536	981,323
A/R Days	62.75	65.17	57.45	57.92	52.71	50.08	46.84	63.25
<b><u>NBMC</u></b>								
Net A/R	32,167,571	33,574,404	31,240,944	25,932,480	26,128,803	24,701,338	23,029,672	22,873,132
Net Revenue/Day	690,831	705,903	689,943	621,690	600,364	570,898	562,596	454,840
A/R Days	46.56	47.56	45.28	41.71	43.52	43.27	40.93	50.29
<b><u>IPMC</u></b>								
Net A/R	11,469,076	12,054,662	11,473,966	9,615,119	10,400,269	9,726,358	9,297,272	9,987,864
Net Revenue/Day	310,298	285,716	317,151	288,632	273,027	271,489	261,902	246,267
A/R Days	36.96	42.19	36.18	33.31	38.09	35.83	35.50	40.56
<b><u>CSMC</u></b>								
Net A/R	21,999,323	24,308,366	23,994,859	18,412,754	17,891,931	16,286,663	15,477,009	12,741,406
Net Revenue/Day	552,068	605,474	604,788	527,901	502,462	453,047	449,935	342,916
A/R Days	39.85	40.15	39.67	34.88	35.61	35.95	34.40	37.16
<b><u>ALL_OTHER</u></b>								
Net A/R	10,043,523	8,872,597	8,239,339	7,804,747	8,299,605	8,255,166	6,835,505	6,942,649
Net Revenue/Day	144,217	132,088	134,213	124,000	117,949	107,071	96,642	99,033
A/R Days	69.64	67.17	61.39	62.94	70.37	77.10	70.73	70.10
<b><u>CONSOLIDATED</u></b>								
Net A/R	165,986,000	163,821,230	153,063,992	127,779,658	129,984,590	112,494,263	104,410,818	114,618,533
Net Revenue/Day	3,136,659	3,033,624	3,105,684	2,702,066	2,770,003	2,471,356	2,433,611	2,124,378
A/R Days	52.92	54.00	49.29	47.29	46.93	45.52	42.90	53.95