



**Seneca Healthcare District  
Financial Statements - Board Report  
September 2019**

**Summary**

Seneca Healthcare District had a net loss of \$279k, during the month, compared to a budgeted loss of \$141k; for a negative variance of \$138k. This was due to a negative variance in both gross and net patient revenue, which was somewhat offset by a small positive variance in total operating expenses.

**Revenues**

Gross patient revenue, for the month, ended at \$2.17M compared to a budgeted amount of \$2.46M, for a negative variance of \$293k. Net patient revenue as a percent of gross was 50.9%, compared to a budget of 52.2%. There was a negative variance in 3rd party adjustments, which was somewhat offset by a positive variance in bad debt expense.

There were 21 acute inpatient days in the month (budget of 35), and 29 swing bed days (budget of 38), resulting in an average daily census (ADC) of 1.67 patients per day. The skilled nursing unit had an ADC of 16.00, resulting in an occupancy percent of 100%.

Outpatient revenue was down in both diagnostic (lab and radiology) and patient care (emergency department and clinic) areas. Lake Almanor clinic visits were 902 versus a budget of 1,045.

**Expenses**

Total operating expenses for the month were \$1.44M, versus a budget of \$1.48M, for a positive variance of \$35k.

**Salaries & Wages:** Salaries and wages were under budget by \$14k, due to a positive variance in the average hourly wage of \$31.05 versus a budget of \$33.10 per hour. FTEs, for the month, were 106.00 versus a budget of 105.50.

**Contract Labor:** Contract labor is over budget by \$4k this month, due to the remaining staffing shortages in nursing areas (Acute, ED, and LTC). FTEs for the month were 5.83 versus a budget of 5.35.

**Pro Fees Medical:** See attached analysis

**Utilities and Telephone:** Under budget 19k as September electric bill was expensed to August and internet access cost is under budget.

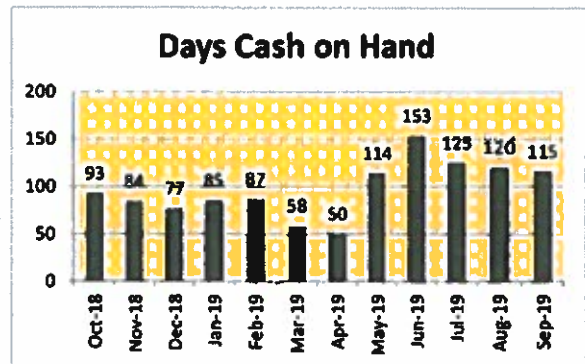
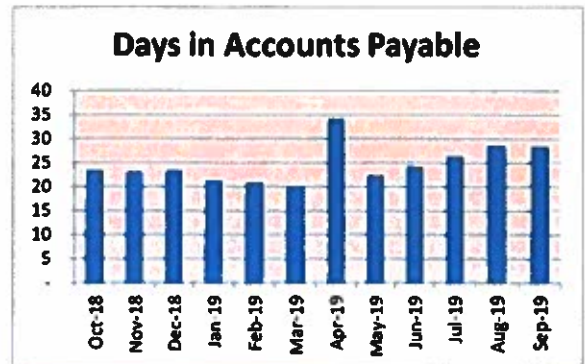
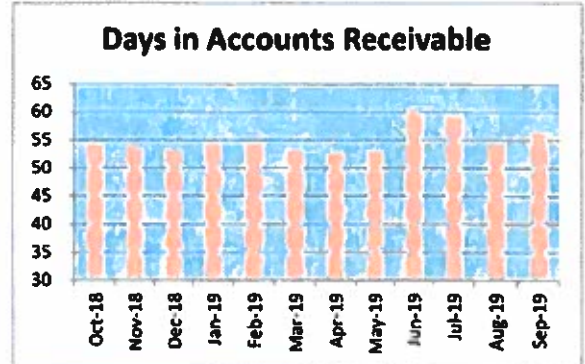
**All Other Expense Categories:** All categories either slightly above or slightly below the budgeted amount.

**Additional Information**

Unrestricted days of cash on hand decreased from 119.5 to 115.3, due to the net loss for the month of September 2019.

**Revenue Cycle**

Gross accounts receivable ended the month at \$4.41M, which is a \$4k increase over last month. Gross accounts receivable days increased this month to 56.4, and is just outside the range of best practices of 45-55 days.



Current Ratio.....	5.94
Operating Margin.....	-20.0%
Days in Accounts Receivable.....	56.4
Long-Term Debt to Capitalization.....	0.01
Debt Service Coverage.....	-425%
Days Cash on Hand Excl. Board Restr.....	115.3

**Seneca Healthcare District  
Income Statement  
For the Month of September 2019**

	% Net Pt Revenue	Actual	Month-to-Date Budget	\$ Variance	% Net Pt Revenue	Actual	Year-to-Date Budget	\$ Variance
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**Seneca Healthcare District  
Income Statement**

**13-Month Trend Ended September 30, 2019**

	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	Jul-19	Aug-19	Sep-19
<b>1 REVENUE</b>													
2 Inpatient Revenue - Acute	119,473	122,702	118,244	61,351	106,557	116,244	58,122	87,183	80,725	167,908	90,412	146,534	64,590
3 Inpatient Revenue - Swing	15,895	133,518	143,055	133,518	143,055	127,160	184,362	187,961	15,985	-	-	-	92,191
4 Inpatient Revenue - SNF	229,896	209,466	211,500	239,988	246,486	196,000	233,425	205,993	231,000	240,000	241,486	247,983	240,000
5 Inpatient Revenue - Ancillary	141,516	217,278	284,466	208,620	203,298	279,007	137,615	169,843	119,627	215,524	103,551	178,637	191,516
6 Inpatient Revenue - Total	506,741	682,964	756,265	642,472	699,397	718,411	603,544	650,980	447,247	623,432	435,450	575,164	588,287
7 Outpatient Revenue	1,840,175	1,734,684	1,482,943	1,542,941	1,781,182	1,208,420	1,652,144	1,555,479	1,838,640	1,758,904	2,142,952	1,873,919	1,579,088
8 Total Patient Revenue	2,346,915	2,417,648	2,239,208	2,185,416	2,480,579	1,926,832	2,255,688	2,206,059	2,285,887	2,382,336	2,578,401	2,449,083	2,167,375
9 Contractual Allowances	(1,066,626)	(1,082,372)	(1,075,445)	(960,189)	(1,074,125)	(794,745)	(1,060,366)	(1,047,138)	(994,655)	(1,060,532)	(1,170,234)	(971,658)	(1,014,797)
10 Charity Discount	-	-	-	-	(992)	-	(1,721)	-	-	-	-	-	-
11 Other Allowances	(12,630)	(9,552)	(42,397)	(6,186)	(30,943)	(15,919)	(10,065)	(6,627)	(11,090)	(11,523)	(97,148)	(14,418)	(34,388)
12 Bad Debt	(79,468)	(68,864)	(22,681)	(83,527)	(102,575)	(105,069)	(22,661)	(319)	(105,639)	(72,552)	(96,714)	(123,117)	(14,928)
13 Total Deductions	(1,158,723)	(1,180,788)	(1,140,513)	(1,048,905)	(1,208,634)	(915,732)	(1,095,014)	(1,055,084)	(1,111,384)	(1,164,609)	(1,364,097)	(1,109,192)	(1,064,113)
14 Net Patient Revenue	1,188,192	1,236,859	1,097,696	1,135,511	1,271,945	1,011,099	1,160,675	1,149,975	1,174,503	1,217,728	1,214,305	1,339,890	1,103,262
% of Gross Revenue	50.8%	51.7%	49.0%	52.0%	51.3%	52.0%	51.9%	52.1%	51.9%	51.1%	47.1%	54.7%	50.9%
15 Meaningful Use Revenue	-	-	-	-	-	-	-	-	-	-	-	-	-
16 Quality Payments	-	-	-	-	-	-	-	-	-	-	-	-	-
17 Other Operating Revenue	55,366	45,137	46,540	44,982	40,155	36,556	38,175	45,148	46,028	36,728	40,641	42,419	37,815
18 Total Operating Revenue	1,243,558	1,281,997	1,144,235	1,180,493	1,312,100	1,047,655	1,198,850	1,195,124	1,220,531	1,254,456	1,254,946	1,382,309	1,141,077
<b>19 EXPENSES</b>													
20 Salaries & Wages	(601,750)	(558,131)	(526,918)	(579,301)	(578,063)	(567,760)	(621,827)	(614,350)	(566,657)	(569,471)	(551,074)	(640,175)	(581,444)
21 Employee Benefits	(153,960)	(137,051)	(134,014)	(133,546)	(148,050)	(144,394)	(159,012)	(149,100)	(134,738)	(144,214)	(129,301)	(152,115)	(140,077)
22 Contract Labor	(107,203)	(108,023)	(101,487)	(84,253)	(89,486)	(95,127)	(73,796)	(84,321)	(114,398)	(196,122)	(142,986)	(95,629)	(81,774)
23 Professional Fees - Medical	(277,180)	(319,208)	(294,980)	(282,102)	(266,685)	(297,984)	(287,422)	(287,379)	(284,849)	(249,296)	(266,255)	(298,533)	(250,076)
24 Professional Fees - Other	(6,190)	(8,855)	(16,711)	(30,967)	(17,455)	(14,483)	(7,611)	(5,248)	(7,559)	(25,835)	(13,720)	(14,801)	(30,933)
25 Supplies	(87,379)	(93,570)	(70,719)	(76,894)	(73,309)	(60,278)	(92,036)	(98,068)	(87,365)	(95,165)	(119,889)	(75,471)	(90,573)
26 Purchased Services	(126,636)	(142,300)	(159,920)	(125,760)	(128,364)	(123,576)	(132,066)	(157,072)	(146,871)	(123,633)	(151,174)	(140,505)	(156,164)
27 Insurance	(9,604)	(9,454)	(8,442)	(9,693)	(9,613)	(9,976)	(9,613)	(8,313)	(9,544)	(9,756)	(12,745)	(12,482)	(12,540)
28 Rentals and Leases	(14,870)	(12,053)	(12,765)	(12,731)	(13,726)	(17,447)	(11,367)	(12,042)	(11,574)	(11,094)	(13,358)	(13,483)	(13,287)
29 Repairs and Maintenance	(16,256)	(20,161)	(17,536)	(13,814)	(20,659)	(21,123)	(19,390)	(14,891)	(27,424)	(19,422)	(19,422)	(23,213)	(13,447)
30 Utilities and Telephone	(24,560)	(37,154)	(37,663)	(40,391)	(40,891)	(40,802)	(42,673)	(27,541)	(49,680)	(17,177)	(30,653)	(36,874)	(15,238)
31 Depreciation & Amortization	(29,709)	(29,709)	(32,197)	(32,197)	(32,442)	(32,442)	(33,442)	(33,448)	(33,438)	(34,320)	(35,210)	(36,301)	(36,300)
32 Other Expenses	(33,498)	(48,744)	(33,366)	(64,977)	(39,479)	(31,142)	(39,326)	(38,910)	(28,281)	(51,894)	(22,090)	(42,283)	(20,399)
33 Total Operating Expenses	(1,471,004)	(1,525,531)	(1,447,718)	(1,486,725)	(1,458,646)	(1,416,633)	(1,468,614)	(1,530,681)	(1,502,390)	(1,507,424)	(1,507,876)	(1,581,856)	(1,442,249)
34 Income From Operations	(227,446)	(243,535)	(303,483)	(306,232)	(146,546)	(368,978)	(268,764)	(335,557)	(281,859)	(252,968)	(252,930)	(199,547)	(301,172)
35 Tax Revenue	-	-	265,612	-	600,000	-	-	-	227,407	-	-	-	-
36 IGT - Incoming Pardon	-	-	-	-	-	-	-	-	3,975,968	2,281,850	-	-	-
37 Non Capital Grants and Donations	75	75	75	80,225	75	75	75	6,991	218,740	21,675	-	9,000	22,382
38 Interest Income	276	18,191	418	340	21,670	281	358	22,382	343	368	30,109	365	217
39 Interest Expense	(824)	(775)	(767)	(906)	(1,396)	(728)	(328)	(122)	(1,379)	(680)	(722)	(659)	(648)
40 Non-Operating Income (Expense)	-	-	-	-	-	-	-	-	500	500	-	-	-
41 Total Non-Operating Gain (Loss)	(473)	17,491	(273)	79,759	885,958	(372)	762	28,850	4,421,100	2,303,739	29,367	9,227	21,952
42 Net Income	(227,919)	(228,043)	(303,756)	(226,473)	739,412	(369,350)	(268,002)	(306,707)	4,139,241	2,050,768	(223,542)	(190,319)	(279,220)
43 Operating Margin %	(18.3%)	(19.0%)	(26.5%)	(25.9%)	(11.2%)	(35.2%)	(22.5%)	(28.1%)	(23.1%)	(20.2%)	(20.2%)	(14.4%)	(26.4%)
44 Net Margin %	(18.3%)	(17.6%)	(26.5%)	(19.2%)	56.4%	(35.3%)	(22.4%)	(25.7%)	339.1%	163.5%	(17.8%)	(13.8%)	(24.5%)
45 Payroll as % of Operating Expense	40.91%	36.59%	36.40%	38.98%	39.63%	40.08%	42.34%	40.14%	37.85%	37.76%	36.55%	40.47%	40.32%
46 IGT Transaction Summary	-	-	-	-	-	-	-	-	-	-	-	-	-
47 Outgoing	-	-	-	300,000	600,000	259,223	1,275,513	337,500	3,975,968	2,281,850	-	-	-
48 Incoming	-	-	-	(300,000)	(600,000)	(259,223)	(1,275,513)	(337,500)	3,697,122	2,281,850	-	-	-
49 Net Impact	-	-	-	-	-	-	-	-	-	-	-	-	-

**Seneca Healthcare District**  
**Comparative Balance Sheets - Board Report**  
**Dates as Indicated**

	Unaudited	Unaudited	Audited	Audited	FY 2020-2019	
	FY 2020	FY 2019	FY 2018	FY 2017	\$ Change	% Change
	as of 9/30/2019	6/30/2019	6/30/2018	6/30/2017		
<b>ASSETS</b>						
<b>Current Assets</b>						
Cash	\$ 662,500	\$ 18,884	\$ 3,049,118	\$ 545,974	\$ 643,616	3408.31%
Short-term Investments	4,883,301	7,317,637	1,785,509	2,448,283	(2,434,336)	-33.27%
<b>Total Cash and Equivalents</b>	<b>5,545,801</b>	<b>7,336,520</b>	<b>4,834,627</b>	<b>2,994,258</b>	<b>(1,790,720)</b>	<b>-24.41%</b>
Patient Accounts Receivable	4,410,263	4,582,957	3,690,839	3,753,966	(172,694)	-3.77%
Accounts Receivable Reserves	(3,007,161)	(3,096,844)	(2,351,508)	(2,523,762)	89,683	-2.90%
<b>Net Accounts Receivable</b>	<b>1,403,102</b>	<b>1,486,113</b>	<b>1,339,331</b>	<b>1,230,204</b>	<b>(83,011)</b>	<b>-5.59%</b>
<i>% of Gross Accounts Receivable</i>	<i>31.8%</i>	<i>32.4%</i>	<i>36.3%</i>	<i>32.8%</i>		
Inventory	275,330	274,473	271,364	289,935	857	0.31%
Other Assets	375,363	381,113	386,736	118,285	(5,750)	-1.51%
Board Restricted Funds - Facility Capital	1,477,788	513,400	500,000	500,000	964,388	
Board Restricted Funds	612,125	612,125	569,274	561,217	0	0.00%
<b>Total Other Assets</b>	<b>2,740,606</b>	<b>1,781,111</b>	<b>1,727,373</b>	<b>1,469,437</b>	<b>959,495</b>	<b>53.87%</b>
<b>Total Current Assets</b>	<b>9,689,509</b>	<b>10,603,744</b>	<b>7,901,332</b>	<b>5,693,899</b>	<b>(914,236)</b>	<b>-8.62%</b>
<b>Fixed Assets</b>						
Land	90,609.80	90,610	90,610	90,610	0	0.00%
Buildings	5,644,714.41	5,532,267	5,474,869	5,474,869	112,447	2.03%
Capital Equipment	5,330,101.32	5,033,846	4,551,366	4,368,480	296,255	5.89%
<b>Total Plant &amp; Equipment</b>	<b>11,065,426</b>	<b>10,656,723</b>	<b>10,116,844</b>	<b>9,933,959</b>	<b>408,702</b>	<b>3.84%</b>
Accumulated Depreciation	(8,601,757)	(8,493,946)	(8,112,122)	(8,227,224)	(107,811)	1.27%
<b>Net Fixed Assets</b>	<b>2,463,668</b>	<b>2,162,778</b>	<b>2,004,722</b>	<b>1,706,735</b>	<b>300,891</b>	<b>13.91%</b>
<b>TOTAL ASSETS</b>	<b>\$ 12,153,177</b>	<b>\$ 12,766,522</b>	<b>\$ 9,906,054</b>	<b>\$ 7,400,637</b>	<b>\$ (613,345)</b>	<b>-4.80%</b>
<b>LIABILITIES AND RETAINED EARNINGS</b>						
<b>Current Liabilities</b>						
Accounts Payable	\$ 605,804	\$ 626,379	\$ 459,765	\$ 468,249	\$ (20,575)	-3.28%
Accrued Payroll & Benefits	814,063	698,383	470,965	349,249	115,680	16.56%
Accrued Other Liabilities	212,417	207,968	138,836	47,000	4,449	0.00%
<b>Total Current Liabilities</b>	<b>1,632,283</b>	<b>1,532,729</b>	<b>1,069,566</b>	<b>864,498</b>	<b>99,554</b>	<b>6.50%</b>
<b>Long-Term Liabilities</b>						
Loans	0	14,250	131,633	347,912	(14,250)	-100.00%
Capitalized Leases	128,225	133,793	155,519	85,293	(5,567)	-4.16%
<b>Total Long-Term Liabilities</b>	<b>128,225</b>	<b>148,043</b>	<b>287,152</b>	<b>433,205</b>	<b>(19,817)</b>	<b>-13.39%</b>
<b>TOTAL LIABILITIES</b>	<b>1,760,509</b>	<b>1,680,772</b>	<b>1,356,718</b>	<b>1,297,703</b>	<b>79,737</b>	<b>4.74%</b>
<b>FUND BALANCE</b>	<b>10,392,668</b>	<b>11,085,750</b>	<b>8,549,336</b>	<b>6,102,934</b>	<b>(693,082)</b>	<b>-6.25%</b>
<b>TOTAL LIABILITIES AND FUND BALANCE</b>	<b>\$ 12,153,177</b>	<b>\$ 12,766,522</b>	<b>\$ 9,906,054</b>	<b>\$ 7,400,637</b>	<b>\$ (613,345)</b>	<b>-4.80%</b>

Seneca Healthcare District  
 Detail of Long Term Debt  
 As of September 30, 2019

<u>Description</u>	<u>Original Amount</u>	<u>Origination Date</u>	<u>Interest Rate</u>	<u>Monthly Payment</u>	<u>Maturity</u>	<u>Secured By</u>	<u>Balance on Sept 30, 2019</u>
<b><u>Loans</u></b>							
CHFFA Help II Loan	387,890	July 2011	3.00%	5,179	September 2018	Patient AR	0
CHFFA Help II Loan	400,000	January 2015	3.00%	7,187	February 2019	Patient AR	0
PG&E	70,258	December 2015	0.00%	2,423	April 2018	Assets	0
Evident	114,000	October 2017	0.00%	4,750	September 2019	Equipment	0
<b><u>Total Loans</u></b>	<b><u>972,148</u></b>			<b><u>19,539</u></b>			<b><u>0</u></b>
<b><u>Capitalized Leases</u></b>							
Siemens	172,672	September 2017	5.63%	2,492	August 2024	Equipment	128,225
Jules	500,081	February 2013	5.80%	9,622	February 2018	Equipment	0
<b><u>Total Capitalized Leases</u></b>	<b><u>672,753</u></b>			<b><u>12,114</u></b>			<b><u>128,225</u></b>
<b><u>Total Long Term Liabilities</u></b>	<b><u>1,644,901</u></b>			<b><u>31,653</u></b>			<b><u>128,225</u></b>

**Seneca Healthcare District**  
**Summary Statement of Cash Flows - Board Report**  
**Fiscal Year-to-Date**

		YTD	
		9/30/2019	
<b>Net Income (Loss)</b>	\$	(693,082)	
<b>Changes in:</b>			
Depreciation		107,811	
(Increase)/Decrease in Net Accounts Receivable		83,011	
(Increase)/Decrease in Inventory		(857)	
(Increase)/Decrease in Other Assets		5,750	
Increase/(Decrease) in Accounts Payable		(20,575)	
Increase/(Decrease) in Accrued Payroll & Benefits		115,680	
Increase/(Decrease) in Other Accrued Liabilities		4,449	
<b>Net Cash Provided (Used) by Operating Activities</b>		295,269	
Purchases of Equipment		(408,702)	
<b>Net Cash Provided (Used) in Investing Activities</b>		(408,702)	
Proceeds from New Loans		-	
Principal Payments of Loans		(14,250)	
Principal Payments under Capital Leases		(5,567)	
Principal Payments under Inter-Governmental Transfer Program		-	
<b>Net Cash Provided (Used) in Financing Activities</b>		(19,817)	
Net Change in Cash and Cash Equivalents		(826,332)	
Cash and Cash Equivalents, Beginning of Period		8,462,046	
<b>Cash and Cash Equivalents, End of Period</b>	\$	7,635,714	
*Inclusive of Board Restricted Cash			

**Cash Detail by Account**

Operating Checking - Plumas Bank	\$	653,255	
Suspense General Ledger for Receipts Pending R.A.'s		(2,622)	
Payroll Checking - US Bank		11,522	
Business Savings - Plumas Bank		8,123	
Petty Cash - Receptionists		645	
Local Agency Investment Fund		6,910,635	
Series EE Bonds		54,156	
<b>Total Cash and Cash Equivalent Detail</b>	\$	7,635,714	

**SENECA HEALTHCARE DISTRICT  
ACTIVITY SUMMARY  
FOR THE MONTH OF SEPTEMBER 2019**

**MONTH TO DATE**

	<b>CURRENT MONTH SEPT 2019</b>	<b>PRIOR MONTH AUG 2019</b>	<b>PRIOR YEAR MONTH SEPT 2018</b>
<b>1. In Patient Stays</b>			
1.a Admissions	6	12	12
1.b Discharges	6	13	13
<b>2. Out Patient Observations</b>	11	10	7
<b>3. Out Patient Surgeries</b>	24	24	15
<b>4. Emergency Visits</b>	255	313	311
<b>5. Lab Procedures</b>	2,546	2,867	2,739
<b>6. Radiology Procedures</b>	291	369	365
6.a X-Ray Procedures	191	196	229
6.b Mammography	0	0	0
6.c MRI	2	6	12
6.d Ultrasound	13	25	24
6.e C T Scan	85	142	100
6.f Dexascanner	0	0	0
<b>7. Respiratory Therapy/ABG/PFT</b>	169	113	150
<b>8. CardioPulmonary EKG/Holter</b>	53	58	81
<b>9. Stress Tests</b>	0	0	0
<b>10. Physical Therapy</b>	287	302	254
<b>11. Lake Almanor Clinic Visits</b>	902	1,038	943
Dr. Ware	188	234	196
Dr. Walls	158	151	159
Dr. Salehi/Cooper	178	165	272
Dr. Suarez/Nielsen	139	307	119
Hayden/Walk-in	152	93	93
Specialty/Other	87	88	104

**YEAR TO DATE**

	<b>JULY 2019 - SEPT 2019</b>	<b>JULY 2018 - SEPT 2018</b>
	28	44
	27	44
	37	32
	59	58
	969	1,004
	8,801	9,366
	1,022	1,060
	594	627
	0	0
	14	28
	56	79
	358	326
	0	0
	416	453
	215	221
	0	1
	941	821
	2,861	3,069
	561	692
	507	480
	363	748
	728	372
	433	459
	269	338

**ACUTE CARE**

<b>12. Acute Patient Days</b>	21	46	37
<b>13. Acute ADC</b>	0.70	1.48	1.23
<b>14. % Occupancy</b>	7.00	14.84	12.33
<b>15. Avg Length of Stay</b>	3.50	3.83	3.08
<b>16. Swing Bed Days</b>	29	0	5
<b>17. Swing Bed ADC</b>	0.97	0.00	0.17
<b>18. Total ADC</b>	1.67	1.48	1.40

	95	129
	1.03	1.40
	10.33	14.02
	3.65	2.93
	29	20
	0.32	0.22
	1.35	1.62

**SKILLED NURSING UNIT**

<b>19. Patient Days</b>	480	496	460
<b>20. Average Daily Census</b>	16.00	16.00	15.33
<b>21. % Occupancy</b>	100.00	100.00	95.83

	1,459	1,452
	15.86	15.78
	99.12	98.64

**TOTALS**

<b>22. Patient Days</b>	530	542	502
<b>23. Average Daily Census</b>	17.67	17.48	16.73
<b>24. Total Adjusted Patient Days</b>	1,953	2,308	1,777

	1,583	1,601
	17.21	17.40
	7,123	7,267

Seneca Healthcare District  
Professional Fees- Medical  
September 30, 2019

G/L #	Description	Actual ME 9/30/2019	Budget ME 9/30/2019	(Over)/Under Budget	Actual YTD 9/30/2019	Budget YTD 9/30/2019	(Over)/Under Budget
	<b>Grand Total</b>	<b>250,075.60</b>	<b>253,291.57</b>	<b>3,215.97</b>	<b>814,863.12</b>	<b>783,858.71</b>	<b>(31,004.41)</b>
41220040	EMERG RM PHYSICIAN FEES	98,957.85	97,200.00	(1,757.85)	304,678.85	298,080.00	(6,598.85)
	SHD Contracted Physicians	79,130.27	81,135.00	2,004.73	241,497.69	246,175.21	4,677.52
	Locums Physicians	19,827.58	16,065.00	(3,762.58)	63,181.16	51,904.79	(11,276.37)
41220044	SURGERY PHYSICIAN FEES	21,110.41	20,583.33	(527.08)	61,749.92	61,750.00	0.08
41220044	Surgery -						
	Surgeries	10,385.47	10,833.33	447.86	35,508.36	32,500.00	(3,008.36)
	Call				-		
	Clinic	5,724.94	5,416.67	(308.27)	15,241.56	16,250.00	1,008.44
	CRNA	5,000.00	4,333.33	(666.67)	11,000.00	13,000.00	2,000.00
41220049	LK ALMANOR PHYSICIAN FEES	83,771.29	91,724.90	7,953.61	302,043.75	292,678.71	(9,365.04)
41229049							
	SHD Contracted Physicians	48,778.79	53,792.44	5,013.65	162,090.00	166,348.00	4,258.00
	FNP Supervision	3,300.00	3,250.00	(50.00)	10,050.00	9,750.00	(300.00)
	Open Office (locums)	13,072.50	13,600.00	527.50	65,861.25	51,066.67	(14,794.58)
	Walk-In Clinic (locums)	13,600.00	13,600.00	-	46,830.00	43,066.67	(3,763.33)
	Telemedicine	5,020.00	7,482.46	2,462.46	17,212.50	22,447.38	5,234.88
		83,771.29	91,724.90	7,953.61	302,043.75	292,678.71	(9,365.04)
	<b>Other Professional Fees- Medical</b>	<b>46,236.05</b>	<b>43,783.33</b>	<b>(2,452.72)</b>	<b>146,390.60</b>	<b>131,350.00</b>	<b>(15,040.60)</b>