



**FY 2019**

**January 2019**

**DRAFT**  
**Financial Report**

# Financial Report Table of Contents

January 2019

	Page
<b>Current Month Financial Statements</b>	
Consolidated Balance Sheet.....	1.1
Consolidated Statement of Revenue & Expenses.....	1.2
Consolidated Statement of Cash Flows.....	1.3
<b>Trended Financial Statements</b>	
TCMC Trailing Twelve Months Patient Days, ADC and Admissions.....	2.1
TCMC Trended Accounts Receivable.....	2.2
Consolidated Trended Statement of Revenue & Expenses.....	2.3
TCMC Trended Statement of Revenue & Expenses.....	2.4
<b>Financial Indicators &amp; Ratios</b>	
TCMC Summary of Investments.....	3.1
TCMC Financial and Patient Indicators.....	3.2

**Consolidated Balance Sheet**  
**As of January 31, 2019**

	<b>Current Month</b>	<b>Fiscal Year End 6/30/2018</b>	<b>Variance</b>
<b><u>Assets</u></b>			
<b>Current Assets</b>			
Cash and cash equivalents	\$30,182,197	\$46,621,710	(\$16,439,513)
Net patient accounts receivable	48,983,307	46,195,877	2,787,430
Other receivables	1,999,834	2,446,519	(446,685)
Supplies inventory	9,524,074	9,013,015	511,059
Prepaid expenses and other assets	7,194,897	2,978,734	4,216,163
Estimated third-party payor settlements	13,831,818	6,755,695	7,076,123
Restricted cash and investments	705,795	718,227	(12,432)
<b>Total current assets</b>	<b>112,421,922</b>	<b>114,729,777</b>	<b>(2,307,855)</b>
<b>Capital Assets - net</b>	<b>101,148,664</b>	<b>101,758,785</b>	<b>(610,121)</b>
<b>Other Assets</b>			
Notes receivable	3,674,647	4,387,497	(712,850)
Other	40,163,575	39,921,864	241,711
<b>Total other assets</b>	<b>43,838,222</b>	<b>44,309,360</b>	<b>(471,138)</b>
<b>Total Assets</b>	<b>\$257,408,808</b>	<b>\$260,797,922</b>	<b>(\$3,389,114)</b>
<b><u>Liabilities and Net Position</u></b>			
<b>Current Liabilities</b>			
Accounts payable and accrued liabilities	\$46,460,390	\$44,130,100	\$2,330,290
Accrued payroll and related expenses	20,153,408	19,232,710	920,698
Current maturities of long-term debt	3,558,907	3,827,098	(268,191)
Short-term debt	7,464,727	10,442,249	(2,977,522)
Other current liabilities	2,101,707	2,217,445	(115,738)
<b>Total current liabilities</b>	<b>79,739,139</b>	<b>79,849,602</b>	<b>(110,464)</b>
<b>Long-term debt - net of current portion</b>	<b>82,022,455</b>	<b>83,987,851</b>	<b>(1,965,396)</b>
<b>Workers' comp &amp; professional liability</b>	<b>7,869,886</b>	<b>7,938,447</b>	<b>(68,561)</b>
<b>Total liabilities</b>	<b>169,631,480</b>	<b>171,775,900</b>	<b>(2,144,420)</b>
<b>Net position</b>	<b>87,777,328</b>	<b>89,022,022</b>	<b>(1,244,694)</b>
<b>Total Liabilities and Net Position</b>	<b>\$257,408,808</b>	<b>\$260,797,922</b>	<b>(\$3,389,114)</b>



Consolidated Statement of Revenue & Expenses For Seven Months Ended January 31, 2019

Table with 7 columns: Actual, For the Month Budget, Variance, % Var, Actual, Year-to-Date Budget, Variance, % Var, Prior YTD, % Var. Rows include Revenue (Gross Patient Revenue, Total Revenue Deductions, Net Patient Revenue, Other Operating Revenue, Total Operating Revenue), Expenses (Salaries and Related Expenses, Benefits, Supplies and Pharmaceuticals Expense, Purchased Services, Legal Fees, Physician Fees, Maintenance, Rent and Utilities, Other Operating Expenses, Depreciation and Amortization, Total Operating Expenses, Net Income (Loss) from Operations), Non-operating Revenue (Expenses) (District Tax Revenue, Net Interest, Other Non-operating (expenses) income, Total Non-operating Revenue (Expenses), Excess Revenue Over Expenses), and EROE % of Total Operating Revenue, EBITDA, EBITDA % of Total Operating Revenue.

**Consolidated Statement of Cash Flows  
For Seven Months Ended January 31, 2019**

	<b>Current Month</b>	<b>Fiscal Year to Date</b>
<b>Cash Flows From Operating Activities</b>		
Receipts from patients, insurers, and other payors	\$32,150,899	\$192,922,665
Payments to vendors	(9,172,180)	(92,607,814)
Payments for salaries, wages, and related benefits	(15,729,456)	(112,809,131)
Other receipts and payments	718,198	4,474,015
<b>Net cash provided by (used in) operating activities</b>	<b>7,967,461</b>	<b>(8,020,265)</b>
<b>Cash Flows From Noncapital Financing Activities</b>		
Minority interest distribution, net	6,862	(1,069,583)
District tax revenue	1,147,632	6,311,695
Other non-operating (expense) income	(47,812)	44,818
<b>Net cash provided by noncapital financing activities</b>	<b>1,106,682</b>	<b>5,286,930</b>
<b>Cash Flows From Capital &amp; Related Financing Activities</b>		
Acquisition of capital assets	(1,586,945)	(6,316,030)
Proceeds from revolving line of credit	38,086,358	210,042,698
Principal repayments on revolving line of credit	(33,783,946)	(210,020,219)
Principal repayments on debt	(321,277)	(5,233,587)
Interest payments on debt	(406,224)	(2,641,824)
<b>Net cash used in capital and related financing activities</b>	<b>1,987,966</b>	<b>(14,168,962)</b>
<b>Cash Flows From Investing Activities</b>		
Interest on investments	80,230	462,784
<b>Net cash provided by (used in) investing activities</b>	<b>80,230</b>	<b>462,784</b>
<b>Net Increase (Decrease) in Cash &amp; Cash Equivalents</b>	<b>11,142,339</b>	<b>(16,439,513)</b>
<b>Cash and Cash Equivalents - Beginning of period</b>	<b>19,039,858</b>	<b>46,621,710</b>
<b>Cash and Cash Equivalents - End of period</b>	<b>\$30,182,197</b>	<b>\$30,182,197</b>
Net income (loss) from operations	(\$1,301,065)	(\$4,352,586)
Adjustments to reconcile net income (loss) from operations to net cash provided by operating activities:		
Depreciation and amortization	1,027,424	6,926,151
Changes in assets and liabilities:		
Patient accounts receivable, net of provision	(1,288,738)	(2,787,430)
Other receivables	1,460,638	446,685
Other - net	(613,330)	(4,427,950)
Accounts payable and accrued liabilities	4,939,713	2,330,290
Accrued payroll and related expenses	924,168	920,698
Estimated third-party payor settlements	2,818,651	(7,076,123)
<b>Net cash provided by (used in) operating activities</b>	<b>\$7,967,461</b>	<b>(\$8,020,265)</b>



TCMC Trailing Twelve Months Patient Days, ADC and Admissions

	Feb-18	Mar-18	Apr-18	May-18	Jun-18	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19
<b>Patient Days</b>												
6010 ACCU	538	496	473	490	497	441	390	359	424	528	617	598
6070 NICU	356	383	344	378	404	352	304	300	342	348	271	313
6150 Telemetry	1,466	1,438	1,099	1,105	1,141	1,093	1,002	1,023	1,087	1,030	1,301	1,478
6171 IP Progressive Care Unit	500	688	486	546	577	513	529	439	659	435	446	410
6183 MS Ortho 1N	440	534	490	498	403	515	455	475	527	419	517	522
6185 2P Oncology	479	573	500	466	490	514	562	433	531	464	504	513
6186 Monitored Medical Unit	381	435	453	461	425	477	416	379	457	400	481	558
6385 Mother Baby	448	574	424	466	540	500	542	496	466	516	449	506
Subtotal Acute	4,608	5,121	4,269	4,410	4,477	4,405	4,200	3,904	4,493	4,140	4,586	4,898
6340 IP Behavioral Health	350	426	415	402	356	336	351	292	-	-	-	-
6440 Acute Rehab	244	231	212	206	144	228	282	195	145	171	163	212
Total Patient Days	5,202	5,778	4,896	5,018	4,977	4,969	4,833	4,391	4,638	4,311	4,749	5,110
<b>Average Daily Census</b>												
Acute	164.6	165.2	142.3	142.3	149.2	142.1	135.5	130.2	144.9	138.0	147.9	158.0
IP Behavioral Health	12.5	13.7	13.8	13.0	11.9	10.8	11.3	9.7	-	-	-	-
Acute Rehab	8.7	7.5	7.1	6.6	4.8	7.4	9.1	6.5	4.7	5.7	5.3	6.8
Total ADC	185.8	186.4	163.2	161.9	165.9	160.3	155.9	146.4	149.6	143.7	153.2	164.8
<b>Admissions</b>												
Med Surg (incl. ACCU & Tele)	781	787	764	785	781	771	783	658	794	693	740	772
NICU	9	14	14	13	11	12	17	22	16	12	9	12
Mother Baby	190	195	169	174	199	206	216	197	194	195	177	182
IP Behavioral Health	51	54	51	46	52	35	46	21	-	-	-	-
Acute Rehab	15	15	11	16	6	14	15	12	13	14	12	12
Total Admissions	1,046	1,065	1,009	1,034	1,049	1,038	1,077	910	1,017	914	938	978



TCMC Trended Accounts Receivable  
Fiscal Year 2019

	Jul-18	Aug-18	Sep-18	Oct-18	Nov-18	Dec-18	Jan-19	Feb-19	Mar-19	Apr-19	May-19	Jun-19	TTM Average
Gross Charges in A/R Inventory	363,294,941	359,895,773	359,130,995	345,461,522	342,303,764	360,566,405	367,666,927						365,882,138
Net A/R	43,551,928	42,008,673	42,427,122	41,627,596	42,891,794	46,549,116	47,945,260						44,362,029
Net A/R Days	51.0	48.5	50.3	49.5	52.3	56.5	58.9						52.2
Total Patient Collections	27,707,647	28,570,529	24,450,761	26,913,958	23,130,535	22,244,205	24,370,702						26,199,774
Collections as a % of Prior Month Net Patient Revenue	103.5%	109.6%	91.2%	109.0%	89.2%	92.6%	94.1%						99.7%
Unbilled A/R: Inhouse Discharged, Not Final Billed (DNFB)	19,580,737 41,579,391	15,916,697 41,395,686	12,325,548 36,825,716	18,002,239 37,803,827	18,076,048 46,453,162	17,852,715 70,473,583	17,907,677 54,009,629						17,326,035 43,292,525
Days of Revenue in Unbilled A/R: Inhouse Discharged, Not Final Billed (DNFB)	4.9 10.3	4.0 10.3	3.2 9.4	4.7 9.8	4.7 12.2	4.6 18.0	4.5 13.5						4.3 10.8

Affinity System	Unbilled	0 - 30 Days	31 - 60 Days	61 - 90 Days	91 - 120 Days	121 - 150 Days	151 - 180 Days	181+ Days	Total	%
<b>Current Month Aged A/R by Payor</b> <i>(Excludes Home Health &amp; PCP Clinics)</i>										
Medicare	18,922,008	4,594,876	2,227,482	227,312	61,666	339,108	28,563	218,312	26,619,327	20.2%
Medi-Cal	4,108,378	1,567,580	1,697,726	830,967	250,455	52,256	41,605	570,194	9,119,154	6.9%
Workers Comp	291,702	215,472	320,281	116,193	36,684	315,524	52,338	145,094	1,493,288	1.1%
CMS	0	-	4,315	59,285	-	20,585	-	-	84,185	0.1%
Champus	1,215,976	284,109	234,886	62,024	24,891	23,825	5,120	211,610	2,062,441	1.6%
Covered California	2,918,275	87,863	103,930	44,709	29,466	37,178	24,096	283,939	3,529,456	2.7%
HMO	4,920,476	1,386,964	2,058,926	395,840	324,247	333,637	295,304	571,325	10,286,719	7.8%
PPO	2,666,307	870,596	1,219,391	385,297	148,068	98,347	5,207	193,533	5,586,746	4.2%
Commercial	291,266	275,199	213,626	108,343	251,517	74,557	56,230	197,513	1,468,251	1.1%
Self Pay	3,927,561	1,805,028	3,484,542	2,367,489	2,309,651	1,549,876	994,070	1,959,217	18,397,434	13.9%
Medi-Cal HMO	13,595,901	2,498,531	1,645,865	426,020	301,416	88,454	337,068	645,316	19,538,571	14.8%
HMO Senior	11,136,739	3,048,385	2,221,855	418,805	315,930	264,886	84,878	690,962	18,182,440	13.8%
Capitated Senior	2,849,299	157,872	54,695	1,549	5,021	17,917	4,701	11,227	3,102,381	2.4%
Capitated Commercial	870,419	27,640	13,331	2,793	11,850	3,001	583	18,268	947,885	0.7%
Other	4,203,001	2,217,019	2,909,693	1,138,250	547,922	104,202	77,475	304,245	11,501,807	8.7%
<b>Total</b>	<b>71,917,308</b>	<b>19,037,234</b>	<b>18,410,544</b>	<b>6,584,876</b>	<b>4,618,784</b>	<b>3,323,353</b>	<b>2,007,238</b>	<b>6,020,755</b>	<b>131,920,085</b>	<b>100.0%</b>
<b>Payor Percentage</b>	<b>54.5%</b>	<b>14.4%</b>	<b>14.0%</b>	<b>5.0%</b>	<b>3.5%</b>	<b>2.5%</b>	<b>1.5%</b>	<b>4.6%</b>	<b>100.0%</b>	





Consolidated Trended Statement of Revenue & Expenses  
Fiscal Year 2019

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
<b>Revenue</b>													
Gross Patient Revenue	\$132,792,747	\$135,520,409	\$119,687,480	\$133,312,001	\$126,142,280	\$133,325,861	\$138,189,684						\$918,970,462
Total Revenue Deductions	(104,158,801)	(105,468,704)	(91,347,823)	(104,359,941)	(98,116,280)	(104,150,047)	(109,029,336)						(716,630,929)
<b>Net Patient Revenue</b>	<b>28,633,946</b>	<b>30,051,705</b>	<b>28,339,657</b>	<b>28,952,060</b>	<b>28,026,000</b>	<b>29,175,814</b>	<b>29,160,348</b>						<b>202,339,533</b>
Other Operating Revenue	511,574	562,156	609,913	606,408	617,613	527,988	739,091						4,174,743
<b>Total Operating Revenue</b>	<b>29,145,520</b>	<b>30,613,861</b>	<b>28,949,570</b>	<b>29,558,468</b>	<b>28,643,613</b>	<b>29,703,802</b>	<b>29,899,439</b>						<b>206,514,276</b>
<b>Expenses</b>													
Salaries and Related Expenses	13,256,936	13,475,014	12,621,190	13,265,261	12,817,085	12,935,378	13,780,328						92,151,192
Benefits	3,325,486	3,171,891	3,188,365	3,270,658	2,811,302	2,937,617	2,873,297						21,578,637
Supplies and Pharmaceuticals Expense	5,663,525	6,214,954	5,420,644	6,723,546	5,537,160	6,712,326	6,554,435						42,826,591
Purchased Services	1,681,162	1,845,445	1,683,336	1,708,096	1,721,979	1,647,635	1,777,782						12,065,435
Legal Fees	41,950	49,547	96,755	(421,109)	16,762	50,038	33,438						(132,619)
Physician Fees	1,934,460	2,103,012	2,002,808	915,141	2,049,958	1,739,834	1,851,127						12,596,339
Maintenance, Rent and Utilities	1,545,082	1,569,847	1,548,016	1,466,020	1,497,830	1,295,318	1,466,218						10,388,330
Other Operating Expenses	1,697,116	1,821,163	1,770,760	1,892,058	1,807,785	1,641,468	1,836,455						12,466,806
Depreciation and Amortization	979,922	977,819	972,587	976,587	989,024	1,002,787	1,027,424						6,926,151
<b>Total Operating Expenses</b>	<b>30,125,639</b>	<b>31,228,692</b>	<b>29,304,481</b>	<b>29,796,258</b>	<b>29,248,885</b>	<b>29,962,401</b>	<b>31,200,504</b>						<b>210,866,862</b>
<b>Net Income (Loss) from Operations</b>	<b>(980,119)</b>	<b>(614,831)</b>	<b>(354,911)</b>	<b>(237,790)</b>	<b>(605,272)</b>	<b>(258,599)</b>	<b>(1,301,065)</b>						<b>(4,352,586)</b>
<b>Non-operating Revenue (Expenses)</b>													
District Tax Revenue	851,636	851,636	871,362	868,075	860,677	860,677	1,147,632						6,311,695
Net Interest	(293,285)	(310,560)	(325,504)	(330,865)	(287,314)	(305,519)	(325,994)						(2,179,040)
Other Non-operating (expenses) income	(55,870)	(46,901)	(71,720)	(45,784)	373,929	(61,024)	(47,812)						44,818
<b>Total Non-operating Revenue (Expenses)</b>	<b>502,481</b>	<b>494,175</b>	<b>474,138</b>	<b>491,426</b>	<b>947,292</b>	<b>494,134</b>	<b>773,826</b>						<b>4,177,473</b>
<b>Excess Revenue Over Expenses</b>	<b>(\$477,638)</b>	<b>(\$120,656)</b>	<b>\$119,227</b>	<b>\$253,636</b>	<b>\$342,020</b>	<b>\$235,535</b>	<b>(\$527,239)</b>						<b>(\$175,113)</b>
<b>EROE % of Total Operating Revenue</b>	<b>-1.64%</b>	<b>-0.39%</b>	<b>0.41%</b>	<b>0.86%</b>	<b>1.19%</b>	<b>0.79%</b>	<b>-1.76%</b>						<b>-0.08%</b>
<b>EBITDA</b>	<b>\$795,569</b>	<b>\$1,167,723</b>	<b>\$1,417,318</b>	<b>\$1,561,088</b>	<b>\$1,618,358</b>	<b>\$1,543,841</b>	<b>\$826,179</b>						<b>\$8,930,078</b>
<b>EBITDA % of Total Operating Revenue</b>	<b>2.73%</b>	<b>3.81%</b>	<b>4.90%</b>	<b>5.28%</b>	<b>5.65%</b>	<b>5.20%</b>	<b>2.76%</b>						<b>4.32%</b>





TCMC Trended Statement of Revenue & Expenses  
Fiscal Year 2019

	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	FYTD
<b>Revenue</b>													
Total Gross Patient Revenue	\$126,798,918	\$128,996,265	\$112,565,398	\$126,212,210	\$118,826,270	\$127,179,179	\$132,199,250						\$872,777,490
Deductions from Revenue	(99,055,978)	(99,834,880)	(85,292,173)	(98,296,562)	(91,992,103)	(99,037,596)	(103,913,597)						(677,422,886)
<b>Net Patient Revenue</b>	<b>27,742,940</b>	<b>29,161,385</b>	<b>27,273,225</b>	<b>27,915,648</b>	<b>26,834,167</b>	<b>28,141,583</b>	<b>28,285,653</b>						<b>195,354,604</b>
Other Operating Revenue	502,086	756,087	817,876	597,336	830,239	518,817	730,044						4,752,484
<b>Total Operating Revenue</b>	<b>28,245,026</b>	<b>29,917,472</b>	<b>28,091,101</b>	<b>28,512,984</b>	<b>27,664,406</b>	<b>28,660,400</b>	<b>29,015,697</b>						<b>200,107,088</b>
<b>Expenses</b>													
Salaries and Related Expenses	13,051,901	13,278,196	12,389,844	13,057,645	12,592,329	12,715,131	13,563,153						90,648,199
Benefits	3,283,726	3,139,021	3,149,385	3,236,903	2,772,980	2,903,493	2,861,424						21,346,933
Supplies & Pharmaceutical Expense	5,411,160	5,936,738	5,038,911	6,481,953	5,244,483	6,455,456	6,297,508						40,866,210
Purchased Services	1,656,148	1,875,021	1,360,816	1,520,965	1,666,337	1,605,361	1,750,064						11,434,712
Legal Fees	41,071	48,862	93,435	(421,524)	16,627	48,508	31,438						(141,583)
Physician Fees	1,933,600	2,095,367	1,993,063	906,866	2,039,321	1,730,199	1,842,852						12,541,267
Maintenance, Rent & Utilities	1,470,486	1,498,493	1,483,130	1,406,795	1,410,401	1,230,627	1,387,949						9,887,880
Other Operating Expenses	1,646,474	1,785,704	1,707,247	1,829,402	1,733,508	1,585,340	1,779,784						12,067,461
Depreciation & Amortization	956,331	955,834	954,336	957,537	969,947	983,715	1,007,570						6,785,269
<b>Total Operating Expenses</b>	<b>29,450,997</b>	<b>30,613,236</b>	<b>28,170,167</b>	<b>29,976,542</b>	<b>28,445,933</b>	<b>29,257,830</b>	<b>30,521,742</b>						<b>205,436,348</b>
<b>Net Income (Loss) from Operations</b>	<b>(1,205,971)</b>	<b>(695,764)</b>	<b>(79,066)</b>	<b>(463,558)</b>	<b>(781,527)</b>	<b>(597,430)</b>	<b>(1,506,045)</b>						<b>(5,329,260)</b>
<b>Non-operating Revenue (Expenses)</b>													
District Tax Revenue	851,636	851,636	871,362	868,075	860,677	860,677	1,147,632						6,311,695
Net Interest	(293,598)	(310,453)	(325,763)	(330,957)	(287,358)	(306,009)	(326,919)						(2,181,056)
Other Non-operating (expenses) income	(55,870)	(46,901)	(71,720)	(45,784)	362,929	(50,024)	(47,812)						44,818
<b>Total Non-operating Revenue (Expenses)</b>	<b>502,168</b>	<b>494,282</b>	<b>473,879</b>	<b>491,334</b>	<b>936,248</b>	<b>504,644</b>	<b>772,901</b>						<b>4,175,457</b>
<b>Excess of Revenue Over Expenses</b>	<b>(\$703,703)</b>	<b>(\$201,482)</b>	<b>\$394,813</b>	<b>\$27,776</b>	<b>\$154,721</b>	<b>(\$92,786)</b>	<b>(\$733,144)</b>						<b>(\$1,153,803)</b>
EROE % of Total Operating Revenue	-2.49%	-0.67%	1.41%	0.10%	0.56%	-0.32%	-2.53%						-0.58%
EBITDA	\$546,226	\$1,064,805	\$1,674,912	\$1,316,270	\$1,412,026	\$1,196,938	\$601,345						\$7,812,522
EBITDA % of Total Operating Revenue	1.93%	3.56%	5.96%	4.62%	5.10%	4.18%	2.07%						3.90%



TCMC Summary Of Investments  
As of January 31, 2019

Issuer	Date	Maturity Date	Current Yield	Investment Fair Market Value	Purpose
Local Agency Investment Fund (LAIF)	Various	Open	2.000	\$20,820,467	General Operations
<b>Assets Whose Use is Limited</b>					
Local Agency Investment Fund (LAIF)	Various	Open	2.000	\$407,795	Funded depreciation
Workcomp Letter of Credit CD (2003)	04/12/17	04/12/19	0.120	15,000	Workcomp Fund
Workcomp Letter of Credit CD (2004)	07/26/18	07/28/19	0.120	283,000	Workcomp Fund
<b>Total Assets Whose Use is Limited</b>				<u><b>\$705,795</b></u>	
<b>Total Invested Funds</b>				<u><u><b>\$21,526,262</b></u></u>	

**TCMC Financial and Patient Indicators  
January 31, 2019**

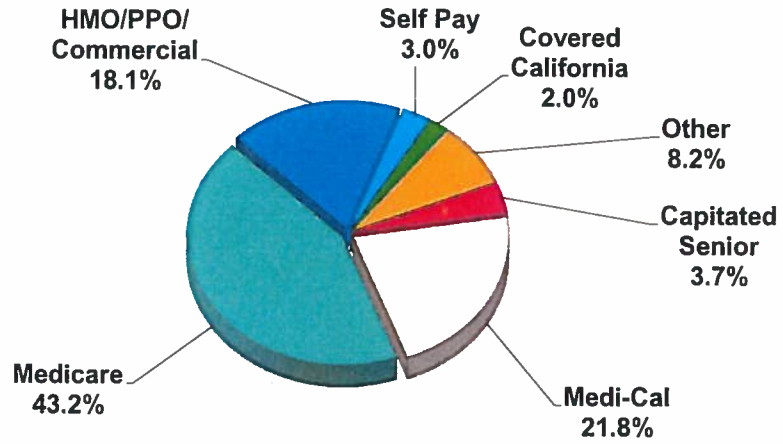
**CURRENT MONTH**
**YEAR TO DATE**

Actual	Prior Year	PATIENT VOLUME INDICATORS	Actual	Prior Year
5,110	6,533	Patient Days	33,001	37,887
8,813	10,721	Adjusted Patient Days	58,924	66,680
5.1	5.1	Acute Length of Stay (1)	4.5	4.5
165	211	Average Daily Census (Occupied Beds)	154	176
284	346	Adjusted Occupied Beds	274	310
6.68	5.95	Paid FTE per Adjusted Occupied Bed	6.88	6.33
5.89	5.31	Productive FTE per Adjusted Occupied Bed	5.92	5.47
2.8%	4.1%	Overtime Hours as % of Total Paid Hours	3.0%	3.0%

Actual	Prior Year	REVENUE AND EXPENSE INDICATORS	Actual	Prior Year
\$3,210	\$2,777	Net Patient Revenue per Adjusted Patient Day	\$3,315	\$2,997
\$3,463	\$3,046	Operating Expense per Adjusted Patient Day	\$3,486	\$3,218
\$1,864	\$1,702	Salaries, Contract Labor & Benefits Exp per Adj. Pt. Day	\$1,901	\$1,763
\$715	\$638	Supplies & Pharmaceutical Expense per Adj. Patient Day	\$694	\$632
\$68	(\$11)	EBITDA per Adjusted Patient Day	\$133	\$35

(1) Acute length of stay excludes mental health and rehabilitation units.

### TCMC - Payor Mix Year to Date (Percent of Gross Revenue)



### TCMC - Payor Mix Year to Date (Percent of Net Revenue)

