

**WEST CONTRA COSTA HEALTHCARE DISTRICT
DOCTORS MEDICAL CENTER
INCOME STATEMENT
December 31, 2013
(Amounts in Thousands)**

CURRENT PERIOD				PRIOR YEAR	CURRENT YTD				PRIOR YEAR	
ACTUAL	BUDGET	VAR	VAR %	ACTUAL	ACTUAL	BUDGET	VAR	VAR %	ACTUAL	
OPERATING REVENUE										
9,211	10,880	(1,669)	-15.3%	12,406	Net Patient Service Revenue	111,074	122,485	(11,411)	-9.3%	120,158
517	548	(31)	-5.6%	1,860	Other Revenue	2,709	3,129	(420)	-13.4%	5,375
<u>9,728</u>	<u>11,428</u>	<u>(1,700)</u>	<u>-14.9%</u>	<u>14,266</u>	Total Operating Revenue	<u>113,783</u>	<u>125,614</u>	<u>(11,831)</u>	<u>-9.4%</u>	<u>125,533</u>
OPERATING EXPENSES										
4,755	5,040	285	5.7%	5,476	Salaries & Wages	56,457	60,389	3,932	6.5%	64,058
2,950	2,842	(108)	-3.8%	4,134	Employee Benefits	34,800	33,039	(1,761)	-5.3%	34,280
831	853	22	2.5%	1,130	Professional Fees	11,799	10,830	(969)	-8.9%	11,813
1,217	1,431	214	15.0%	1,461	Supplies	15,769	16,624	855	5.1%	17,458
1,276	788	(488)	-62.0%	821	Purchased Services	10,999	9,975	(1,024)	-10.3%	11,090
228	281	53	19.0%	288	Rentals & Leases	3,140	3,424	284	8.3%	3,058
408	496	88	17.7%	426	Depreciation & Amortization	4,924	5,569	645	11.6%	4,892
249	409	160	39.1%	223	Other Operating Expenses	4,261	4,534	273	6.0%	3,846
<u>11,914</u>	<u>12,140</u>	<u>226</u>	<u>1.9%</u>	<u>13,959</u>	Total Operating Expenses	<u>142,149</u>	<u>144,385</u>	<u>2,236</u>	<u>1.5%</u>	<u>150,495</u>
<u>(2,186)</u>	<u>(712)</u>	<u>(1,474)</u>	<u>207.0%</u>	<u>307</u>	Operating Profit / Loss	<u>(28,366)</u>	<u>(18,771)</u>	<u>(9,595)</u>	<u>51.1%</u>	<u>(24,962)</u>
NON-OPERATING REVENUES (EXPENSES)										
-	-	-	0.0%	(1,200)	Other Non-Operating Revenue	-	-	-	0.0%	-
1,350	1,121	229	-20.4%	1,281	District Tax Revenue	13,704	13,604	100	-0.7%	11,608
6	3	3	135.6%	34	Investment Income	159	51	108	209.0%	263
(429)	(381)	(48)	0.0%	(480)	Less: Interest Expense	(4,993)	(4,673)	(320)	6.8%	(4,629)
<u>927</u>	<u>743</u>	<u>184</u>	<u>24.8%</u>	<u>(365)</u>	Total Net Non-Operating	<u>8,870</u>	<u>8,983</u>	<u>(113)</u>	<u>-1.3%</u>	<u>7,242</u>
<u>(1,259)</u>	<u>31</u>	<u>(1,290)</u>	<u>-4212.0%</u>	<u>(58)</u>	Income Profit (Loss)	<u>(19,496)</u>	<u>(9,788)</u>	<u>(9,708)</u>	<u>99%</u>	<u>(17,720)</u>
Profitability Ratios:										
-22.5%	-6.2%	-16.2%		2.2%	Operating Margin %	-24.9%	-14.9%	-10.0%		-19.9%
-12.9%	0.3%	-13.2%		-0.4%	Profit Margin %	-17.1%	-7.8%	-9.3%		-14.1%

**WEST CONTRA COSTA HEALTHCARE DISTRICT
DOCTORS MEDICAL CENTER
INCOME STATEMENT
December 31, 2013
(Amounts in Thousands)**

CURRENT PERIOD				PRIOR YEAR		CURRENT YTD				PRIOR YEAR
ACTUAL	BUDGET	VAR	VAR %	ACTUAL		ACTUAL	BUDGET	VAR	VAR %	ACTUAL
2,257	2,213	(44)	-2.0%	2,530	SWB / APD	2,320	2,225	(95)	-4.3%	2,297
64.7%	64.9%	78.5%		68.8%	SWB / Total Operating Expenses	64.2%	64.7%			65.3%
3,490	3,409	(81)	-2.4%	3,675	Total Operating Expenses / APD	3,615	3,439	(176)	-5.1%	3,515
31,197	36,110	(4,913)	-13.6%	41,245	I/P Gross Charges	380,184	418,796	(38,612)	-9.2%	425,282
18,181	22,056	(3,875)	-17.6%	18,467	O/P Gross Charges	234,798	259,956	(25,158)	-9.7%	236,084
49,378	58,166	(8,788)	-15.1%	59,712	Total Gross Charges	614,982	678,752	(63,770)	-9.4%	661,366
Payor Mix (IP and OP)										
53%	51%	2%		54%	Medicare %	54%	51%	3%		53%
20%	22%	-2%		20%	Medi-Cal %	20%	22%	-2%		20%
12%	13%	-1%		11%	Managed Care	12%	13%	-1%		12%
4%	4%	0%		3%	Other Government %	3%	4%	0%		4%
11%	10%	1%		12%	Self Pay %	11%	10%	0%		11%
STATISTICS										
488	493	(5)	-1.0%	538	Admissions	5,510	5,899	(389)	-6.6%	6,094
462	506	(44)	-8.7%	515	Discharges	5,432	5,861	(429)	-7.3%	6,013
2,157	2,211	(54)	-2.4%	2,624	Patient Days	24,312	25,906	(1,594)	-6.2%	27,532
69.6	71.3	(1.7)	-2.4%	84.6	Average Daily Census (ADC)	66.6	71.0	(4.4)	-6.2%	75.2
4.67	4.37	(0.30)	-6.8%	5.10	Average Length of Stay (LOS)- Accrual Based	4.48	4.42	(0.06)	-1.3%	4.58
31	31			31	Days in Month	365	365			366
731	815	(84)	-10.3%	746	Adjusted Discharges (AD)	8,787	9,499	(712)	-7.5%	9,351
3,414	3,561	(147)	-4.1%	3,799	Adjusted Patient Days (APD)	39,327	41,986	(2,660)	-6.3%	42,816
110	115	(5)	-4.1%	123	Adjusted ADC (AADC)	108	115	(7)	-6.3%	117
73	60	13	21.7%	86	Inpatient Surgeries	860	888	(28)	-3.2%	934
82	103	(21)	-20.4%	76	Outpatient Surgeries	972	1,172	(200)	-17.1%	1,072
155	163	(8)	-4.9%	162	Total Surgeries	1,832	2,060	(228)	-11.1%	2,006

**WEST CONTRA COSTA HEALTHCARE DISTRICT
DOCTORS MEDICAL CENTER
INCOME STATEMENT
December 31, 2013
(Amounts in Thousands)**

CURRENT PERIOD				PRIOR YEAR		CURRENT YTD				PRIOR YEAR
ACTUAL	BUDGET	VAR	VAR %	ACTUAL		ACTUAL	BUDGET	VAR	VAR %	ACTUAL
3,184	2,929	255	8.7%	3,234	ED Outpatient Visits	36,987	35,254	1,733	4.9%	41,390
2,684	3,693	(1,009)	-27.3%	2,677	Ancillary Outpatient Visits	34,311	40,585	(6,274)	-15.5%	37,359
82	103	(21)	-20.4%	76	Outpatient Surgeries	972	1,172	(200)	-17.1%	1,072
5,950	6,725	(775)	-11.5%	5,987	Total Outpatient Visits	72,270	77,011	(4,741)	-6.2%	79,821
432	441	(9)	-2.1%	487	Emergency Room Admits	4,970	5,280	(310)	-5.9%	5,524
13.6%	15.1%			15.1%	% of Total E/R Visits	13.4%	15.0%			13.3%
88.5%	89.5%			90.5%	% of Acute Admissions	90.2%	89.5%			90.6%
543	594	52	8.7%	655	Worked FTE	564	603	39	6.5%	629
663	704	40	5.7%	739	Paid FTE	665	703	38	5.4%	730
4.93	5.17	0.24	4.7%	5.34	Worked FTE / AADC	5.24	5.24	0.01	0.1%	5.37
6.02	6.12	0.10	1.6%	6.03	Paid FTE / AADC	6.17	6.11	(0.06)	-1.0%	6.24
2,698	3,055	(357)	-11.7%	3,266	Net Patient Revenue / APD	2,824	2,917	(93)	-3.2%	2,806
14,463	16,332	(1,869)	-11.4%	15,718	I/P Charges / Patient Days	15,638	16,166	(528)	-3.3%	15,447
3,056	3,280	(224)	-6.8%	3,085	O/P Charges / Visit	3,249	3,376	(127)	-3.8%	2,958
1,393	1,415	22	1.6%	1,441	Salary Expense / APD	1,436	1,438	3	0.2%	1,496
5.36	4.86	(0.49)	-10.1%	5.88	Medicare LOS - Discharged Based	4.86	5.11	0.25	4.8%	4.96
1.62	1.55	0.06	4.1%	1.65	Medicare CMI	1.57	1.55	0.02	1.2%	1.54
3.32	3.13	0.18	5.8%	3.55	Medicare CMI Adjusted LOS	3.10	3.29	(0.20)	-6.0%	3.23
4.67	4.37	(0.30)	-6.8%	5.10	Total LOS - Discharged Based	4.48	4.42	(0.06)	-1.3%	4.60
1.58	1.41	0.17	12.0%	1.58	Total CMI	1.52	1.45	0.07	5.0%	1.49
2.96	3.10	(0.14)	-4.6%	3.22	Total CMI Adjusted LOS	2.94	3.05	(0.11)	-3.5%	3.08

Footnote:

- a) Reclassed budget of \$56K in July from Admin Salaries to Admin Consulting for the CEO,CNO and COO.
- b) Reclassed budget of \$9K in July from Admin Employee Benefits to Admin Consulting for the CEO,CNO and COO.
- c) Moved budget of \$79K in July Admin Salaries, Benefits and Recruitment to Admin Consulting for the CEO,CNO and COO.
- d) Reclassed budget of \$14K in July from Admin Recruitment to Admin Consulting for the CEO,CNO and COO.