

# Northwestern Medical Center

## Fiscal Year 2020 YTD Summary

**Year to Date Through February**

## Western Medical C

CEO: Jill Bowen

CFO: Robyn Avis

Budget Entered is Not Seasonal

Fiscal Year 2020 YTD Summary

152 = # days Fiscal YTD

41.6% = Expected YTD if divided by 12 equal

INCOME STATEMENT	2019 A Due 1/31/20 in Adaptive	2020 B	2020 YTD	2020 PROJ	2020 Mid Year Request
<b>Revenues</b>					
<b>Gross Patient Care Revenue</b>	<b>\$210,917,710</b>	<b>\$223,749,944</b>	<b>\$ 92,430,784</b>	<b>\$ 218,787,875</b>	<b>\$ 232,381,752</b>
Disproportionate Share Payments	\$942,501	\$934,355	\$ 390,148	\$ 934,355	\$ 934,355
Bad Debt	-\$6,899,923	-\$7,099,149	\$ (2,089,999)	\$ (5,032,121)	\$ (5,148,289)
Free Care	-\$1,089,453	-\$1,196,174	\$ (242,443)	\$ (820,455)	\$ (871,431.57)
Deductions from Revenue	-\$114,174,877	-\$124,052,177	\$ (53,119,477)	\$ (124,150,920)	\$ (133,850,212)
<b>Net Patient Care Revenue</b>	<b>\$89,695,958</b>	<b>\$92,336,799</b>	<b>\$ 37,369,013</b>	<b>\$ 89,718,734</b>	<b>\$ 93,446,175</b>
<b>Fixed Prospective Payments, Reserves &amp; Other</b>	<b>\$16,833,506</b>	<b>\$24,589,780</b>	<b>\$ 7,801,663</b>	<b>\$ 18,723,991</b>	<b>\$ 18,723,991</b>
<b>Total NPR &amp; FPP</b>	<b>\$106,529,464</b>	<b>\$116,926,579</b>	<b>\$ 45,170,676</b>	<b>\$ 108,442,725</b>	<b>\$ 112,170,166</b>
<b>Other Operating Revenue</b>	<b>\$4,294,653</b>	<b>\$5,213,346</b>	<b>\$ 2,188,772</b>	<b>\$ 5,253,053</b>	<b>\$ 5,213,346</b>
<b>Total Operating Revenue</b>	<b>\$110,824,117</b>	<b>\$122,139,925</b>	<b>\$ 47,359,448</b>	<b>\$ 113,695,778</b>	<b>\$ 117,383,512</b>
<b>Operating Expense</b>	<b>\$119,729,265</b>	<b>\$122,388,212</b>	<b>\$ 51,380,149</b>	<b>\$ 123,310,372</b>	<b>\$ 122,388,212</b>
<b>Net Operating Income</b>	<b>-\$8,905,148</b>	<b>-\$248,287</b>	<b>\$ (4,020,701)</b>	<b>\$ (9,614,594)</b>	<b>\$ (5,004,700)</b>
<b>Non Operating Revenue</b>	<b>\$411,783</b>	<b>\$1,706,318</b>	<b>\$ 657,026</b>	<b>\$ (4,000,000)</b>	<b>\$ 1,706,318</b>
<b>Excess (Deficit) of Rev over Exp</b>	<b>-\$8,493,365</b>	<b>\$1,458,031</b>	<b>-\$3,363,675</b>	<b>-\$13,614,594</b>	<b>-\$3,298,382</b>
<b>Income Statement Metrics</b>					
Operating Margin %	-8.0%	-0.2%	-8.5%	-8.5%	-4.3%
Total Margin %	-7.6%	1.2%	-7.0%	-12.4%	-2.8%

**Northwestern Medical Center**

**Fiscal Year 2020 YTD Summary**

<b>BALANCE SHEET</b>	<b>2019 B</b>	<b>2020 B</b>	<b>October 2019</b>	<b>November 2019</b>	<b>December 2019</b>	<b>January 2020</b>	<b>February 2020</b>	<b>2020 Projection</b>	<b>2020 Mid Year Request</b>
Cash & Investments	\$69,000,000	\$64,477,298	\$ 55,239,739	\$ 54,434,614	\$56,361,997	\$51,450,588	\$49,742,138	\$44,466,219	\$58,834,025
Net Patient Accounts Receivable	\$9,000,000	\$10,000,000	\$ 10,007,851	\$ 9,916,920	\$10,754,630	\$10,764,616	\$10,284,170	\$10,250,000	\$10,886,860
Risk Reserve Receivable	\$0	\$0	\$ -	\$ -	\$0	\$0	\$0	\$0	\$0
Other Current Assets	\$7,000,000	\$7,000,000	\$ 5,579,625	\$ 5,326,653	\$10,082,452	\$10,158,134	\$10,105,442	\$5,500,000	\$7,000,000
<b>Current Assets</b>	<b>\$85,000,000</b>	<b>\$81,477,298</b>	<b>\$ 70,827,215</b>	<b>\$ 69,678,187</b>	<b>\$77,199,079</b>	<b>\$72,373,338</b>	<b>\$70,131,750</b>	<b>\$60,216,219</b>	<b>\$76,720,885</b>
Board Designated Assets	\$23,500,000	\$24,000,000	\$ 25,385,476	\$ 25,727,723	\$26,308,007	\$25,941,970	\$25,451,088	\$24,750,000	\$24,000,000
Net, Property, Plant And Equipment	\$68,000,000	\$67,800,000	\$ 68,418,841	\$ 69,730,728	\$69,786,860	\$69,665,911	\$69,606,853	\$69,300,000	\$67,800,000
Other Long-Term Assets	\$1,300,000	\$1,963,167	\$ 1,666,544	\$ 1,667,669	\$1,667,669	\$1,667,669	\$1,667,669	\$1,668,000	\$1,963,167
<b>Assets</b>	<b>\$177,800,000</b>	<b>\$175,240,465</b>	<b>\$ 166,298,076</b>	<b>\$ 166,804,307</b>	<b>\$174,961,615</b>	<b>\$169,648,888</b>	<b>\$166,857,360</b>	<b>\$155,934,219</b>	<b>\$170,484,052</b>
Accounts Payable	\$3,000,000	\$3,500,000	\$ 3,704,143	\$ 3,689,213	\$4,141,003	\$3,857,907	\$4,167,068	\$3,750,000	\$3,500,000
Salaries, Wages And Payroll Taxes Payable	\$4,500,000	\$4,500,000	\$ 4,256,238	\$ 4,815,164	\$6,656,982	\$3,550,047	\$4,170,391	\$4,500,000	\$4,500,000
ACO Risk Reserve	\$0	\$0	\$ -	\$ -	\$0	\$0	\$0	\$0	\$0
Other Current Liabilities	\$4,586,726	\$7,266,415	\$ 4,881,091	\$ 5,024,067	\$9,927,393	\$9,478,099	\$9,334,711	\$7,266,415	\$7,266,415
<b>Current Liabilities</b>	<b>\$12,086,726</b>	<b>\$15,266,415</b>	<b>\$ 12,841,472</b>	<b>\$ 13,528,444</b>	<b>\$20,725,378</b>	<b>\$16,886,053</b>	<b>\$17,672,170</b>	<b>\$15,516,415</b>	<b>\$15,266,415</b>
Long Term Liabilities	\$31,000,000	\$28,349,024	\$ 29,592,215	\$ 29,468,473	\$29,342,297	\$29,218,013	\$29,093,459	\$28,349,024	\$28,349,024
Other Noncurrent Liabilities	\$1,350,000	\$1,500,000	\$ 4,381,374	\$ 4,381,374	\$4,236,157	\$4,302,579	\$4,187,822	\$3,500,000	\$1,500,000
Fund Balance	\$133,363,274	\$130,125,026	\$ 119,483,015	\$ 119,426,016	\$120,657,783	\$119,242,243	\$115,903,909	\$108,568,780	\$125,439,619
<b>Liabilities and Equities</b>	<b>\$177,800,000</b>	<b>\$175,240,465</b>	<b>\$ 166,298,076</b>	<b>\$ 166,804,307</b>	<b>\$174,961,615</b>	<b>\$169,648,888</b>	<b>\$166,857,360</b>	<b>\$155,934,219</b>	<b>\$170,555,058</b>
<b>Balance Sheet Metrics</b>									
Days Cash on Hand	306.5	279.2	254.1	252.7	260.9	255.8	235.4	216.7	261.3
Debt Service Coverage Ratio	5.5	2.9	2.3	0.2	0.8	0.1	(1.0)	(1.0)	1.1
Long Term Debt to Capitalization	0.2	0.2	0.20	0.20	0.2	0.2	0.2	0.2	0.2
Days Payable	40.1	48.2	38.1	43.2	65.9	53.0	55.3	48.6	48.2
Days Receivable	40.3	39.5	31.0	33.4	35.5	26.5	34.6	34.5	35.4

**Northwestern Medical Center**

Utilization, Staffing & Payer Mix	2020 B YTD								2020 Mid Year Request
	2020 B	2020 B January	October 2019	November 2019	December 2019	January 2020	February 2020	2020 YTD	

Utilization		Through February								
Total Average Daily Census	24	24	26	25.03	24	25	24	25.05	25	24
Total Admissions	2,714	1,131	255	222	240	220	219	1,156	2,774	2,714
Total Patient Days	8,908	3,712	795	751	732	773	756	3,807	9,150	8,908
Observation Units	1,214	506	123	72	119	110	109	532	1,400	1,214
Emergency Room Visits	24,000	10,000	2,320	1,791	1,790	1,782	1,859	9,542	22,320	24,000
Operating Room Procedure	3,112	1,297	279	235	242	254	228	1,238	2,944	3,112
Operating Room Cases	-	-	-	-	0	0	0	-	0	0
Primary Care Visits	-	-	-	-	-	0	0	-	0	0
Specialty Visits	-	-	-	-	-	0	0	-	0	0
Provider Work RVU	-	-	-	-	0	0	0	-	0	0
Physician Office Visits	136,284	56,785	12,641	10,920	11,029	12,691	10,764	58,045	125,381	136,284

Staffing										
Non MD FTEs	676.5	676.5	660	655	657	648.7	651.2	651.2	651.0	676.5
MLPs	-	-	-	-	-	-	-	-	-	-
Residents & Fellows	-	-	-	-	-	-	-	-	-	-
Physician FTEs	42.3	42.3	39	36	32	36.7	32.2	32.2	32.2	42.3
Travelers, Travelers MD	2.2	2.2	8.1	23.6	9.6	26.6	18.6	17.2	17.2	2.2

Payer Mix (Gross Revenue)										
Medicare	\$79,212,666	\$33,005,278	6,802,382	6,316,706	\$6,319,865	6,492,923	\$5,856,589	\$31,788,465	75,000,284	80,070,927
Medicaid	\$46,111,835	\$19,213,265	3,908,977	3,520,232	\$4,023,810	4,617,054	\$4,195,959	\$20,266,032	48,059,804	50,861,724
BCBS/Commercial	\$93,158,827	\$38,816,178	6,857,299	6,675,435	\$7,818,451	7,244,539	\$6,539,620	\$35,135,344	83,361,740	88,334,826
Self-Pay/Other/WC	\$5,266,616	\$2,194,423	1,127,833	1,112,071	\$1,036,088	1,189,167	\$775,784	\$5,240,943	12,366,048	13,106,275

Payer Mix (Net Revenue)										
Medicare	\$37,415,915	\$15,589,965	3,383,865	3,107,023	\$2,585,535	3,131,122	\$2,896,764	\$15,104,309	36,261,411	36,457,039
Medicaid	\$20,500,371	\$8,541,821	1,363,069	1,556,502	\$1,435,750	1,978,290	\$1,408,383	\$7,741,994	18,586,459	18,590,637
BCBS/Commercial	\$54,146,674	\$22,561,114	4,542,859	4,186,698	\$4,810,567	3,366,209	\$3,353,634	\$20,259,967	48,638,768	51,864,664
Self-Pay/Other/WC	\$3,929,264	\$1,637,193	29,713	(45,534)	\$900,326	1,072,301	\$107,600	\$2,064,406	4,956,087	5,308,634