

**Watsonville Community Hospital
2023 Data**

Departments	Services Requested (Please recommend others)	Key Metrics	Comments	2023 Metrics unless otherwise noted	Requested From Partnership
Admitting/Pt Registration			Some functions on-site, others can be remote		
	Admitting	# IP Admissions	3,481 admissions + 833 Observations = 4,314 per metrics	3,480	
	OP Registration (Exclude ED)	# OP Visits	36,424 per metrics (67,222 with ED)	67,222	
	ED Registration	# ED Visits	33,186 (includes Admits from ED)	33,186	
	Pre-Registration	Days out	(7 Day goal)		
	Insurance Verification/Eligibility		Insurance Verification / Eligibility is completed by online resources & manual calls to the insurance company if needed. each account is verified POS.	No Tracking	
	Financial Counseling	Charity Applications		40	
	On-site Payment Processing	Point of Service Collections		\$ 716,464	
Bio-Med Engineering					Opportunity to have centralized monitoring/dispatch with local onsite resources?
	Equipment Serviced	# of pieces of equipment maintained	Medical equipment inventory serviced	2,590	
	Equipment Tracking System	# of work orders	Preventive Maintenance, Service Calls	1,936	
Case Mgmt					
	Denials Mgmt System	Number/Dollars of Appeals		38 IP Level of care Denials for \$2,979,391.39	
	Processes & Policies			N/A	Opportunity for Partner to provide
	Utilization Mgmt Tracking/Reporting	Various UM metrics		See below	
	Length of Stay			3.88	
	Readmissions			9.96%	
	Unhoused Patients		LCSW Audit Log	147 IP and 315 ED	
	DRG Downgrades		CM Audit Log	35	
	Code 44		CM Audit Log	10	
	Patient Choice Compliance		CM Audit Log	97%	
	IMM Compliance		CM Audit Log	100%	
	Clinical Appeals & Escalation	# of Appeals	GuideHouse processes Clinical appeals; Only includes accounts fully resolved in 2023; 38 accounts currently in progress (July 2024)	80 cases appealed in 2023 for \$2.9M(Gross \$\$); 47 over turned for \$579K	
PBX (Communications)					
		Offsite operator, back up?		24x7 on site dedicated staff	
Data Processing (IT)					
	Desktop Support (Onsite)	# of devices supported		69 Servers, 101 network printers, 530 workstations	
	Network Security (Heroic)	Uptime/Downtime Averages	Limited Tracking	Scheduled outages 8 hours each quarter; 4 unexpected downtimes in 2023 averaging 15 mins each	
	Hardware and Software Maintenance	# of HW & SW contracts		19	
	IT Project Mgmt	# of concurrent projects		31	
	Radiology-PACs System	# of images processed		49,012	
	Clinical Infomatics			375 physicians supported	Need updated EMR (EPIC or Cerner preferably) MedHost is antiquated and not up to industry standards with integration and reporting
General Accounting					
	Accounting	Total Net Revenue & Expense	Audited Financials	Net Revenue \$134,481,750; Operating Expense \$148,276,570	
	Payroll	# of employees/MDs paid, Total Payroll Dollars		829 Headcount paid; \$70,826,393 gross pay	

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	Time Mgmt			N/A	Currently very manual, without schedules, manual edits
	Accounts Payable	# of invoices processed		14,394	
	Treasury Management	# of bank accounts	US Bank, SCCB plus two restricted accounts	12	
	Bond Covenant & Disclosure Mgmt			N/A	New to us - we have Bond advisors to help us with continuing disclosures
	Financial Planning & Analysis (incl systems)	Total Net Revenue & Expense	Budgeting, Forecasting, Reporting	Net Revenue \$134,481,750; Operating Expense \$148,276,570	Need Tools
	Service Line Reporting			N/A	Need Tool
	Cost Accounting			N/A	Need Tool
	Revenue Integrity		Pricing/Reimbursement/CDM Tool and Contract Management System	N/A	Need Pricing/Reimbursement/CDM Tool and Contract Management System
	Charge Master/CDM	Current # of CDM items		5,043 items	
	AR/Reimbursement (Mgmt & Analysis)	AR Payor mix, Service Line Mix		More details available upon request	
	Billing & Collections	# of claims processed; cash collected	Claims Submitted	87,970	
	Billing	Clean Claims Rate	Month of July 2024	76.0%	
	Billing	Ave Claim \$\$ Submitted to Payer per Week	Averages in 2024	20,000 to 23,000	
	Cost Reports	Prior Cost Reports		Available upon request	
	External Reporting (OSHPD)	Prior OSHPD submittals	Public record	Public record	
	QAF/DSH Mgmt/Expertise	QAF/DSH Dollars Medi-Cal Days	See QAF VIII Tab	QAF Net \$\$ in 2024 \$12,577,612; FY 23 Medi-Cal FFS & Mgd Medi-Cal Days = 5,353	
	Payer Contracting & Analysis	# of Contracts/Payer Plans	See Payer Mix Tab	20	
	Annual Audits (Financial, Single Use)	Prior Audits		Available upon request	
	Fixed Asset Mgmt & Inventory	Current Depreciation Schedules, Prior inventory results require vendor consent to release	Last inventory had limited scope - as of 8/31/22	\$3,794,350	
HIM					
	Release of Information	# of ROI processed	Approximate # of requests received via fax, email, phone, USPS, subpoena, walk-in and internal.	20,000	
	Quality Assurance	# of charts procesed		4195 - IP 30,482 - ED 3,124 - OP Surgery 1493 - Observation medical and OB 27,372 - All other OP services	
	Coding	# of accounts coded		4195 - IP 30,482 - ED 3,124 - OP Surgery 1493 - Observation medical and OB 27,372 - All other OP services	
	Coding	% of Accounts finalized within 4 days (suspense period)	June 2024 YTD Average (monthly range 31% to 60%)	49%	
	Clinical Documentation Improvement	# of accounts reviewed, # of queries		Initial Reviews - 1712 accounts (Medical IP, Surgical IP, ICU); 350 Queries	
	Forms Mgmt	# of form requisitions		Approx - 10 new or revised forms	
	Privacy (incl sytems)	# of privacy incidents		5 low risk incidents	Need good privacy monitoring tools
Hospital Administration					
	Contracting	# of active contracts		191	Contract Mgmt System
	Contract Mgmt - Physician	# of active contracts		30	
	Contract Mgmt - Non Physician	# of active contracts	Excludes 325 letters of commitment with suppliers under Vizient GPO	161	
	Insurance Policies	#/type of policies	Current Insurance Policies - Hospital & District - see Insurance Tab	12	
	Policy Mgmt Software	# of active policies		1,624	Policy Mgmt System
	Lease/Real Estate Administration	# of leases		11	
	Physician Recruitment	# of current recruitments in progress	Currently recruiting for GI, Urology and Primary Care	3	

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Medical Staff					
	Credentialing	# of active medical staff		372 (June 2024)	Medical staff management software and system integration for improved record keeping and credentials management
	Medical Staff System Subscriptions	List of current subscriptions & wishlist?		Applied Statistics & Management - MD Staff & MD Stat	Industry standard systems for both med staff and clinical disciplines library
Human Resources					
	General HR Consulting	# of employees supported	As of 7/23/24	642 Hospital & 25 Coastal Health employees = 667	
	Labor Relations	5 contracts with breakdown of # of employees/jobs served	See Union Negotiation Tab - 82% of workforce represented by 5 unions	SEIU UHW Service & Maintenance = 167 employees; SEIU UHW Professionals = 16 employees; Teamsters Local 853 = 51 employees; CalTEC = 51 employees; Calif Nurses Assoc. = 240 employees	
	Compensation Analysis	Total Salaries & Wages expense		\$ 70,156,726	
	Performance Management	# of employees	Disciplinary actions including terminations per month	Ave 10-15	
	Union Negotiations	5 contracts with breakdown of # of employees/jobs served	See Union Negotiation Tab	See Union Appendix	
	Benefits Administration	# of covered lives, list of benefits currently provided		464 employees covered currently - More details available upon request	
	Benefits Analysis	Benefits Expense	includes Taxes	21,460,602	
	Retirement Benefits Administration	# of eligible employees, current retirement plans, historical plans		298 current employee participants in 457(b) plan - More details available upon request for other plans	
	Recruiting	# of open requisitions	57 Open positions as of 7/23/24	27 Nursing; 18 Ancillary/Allied Health; 12 Management/Professional positions posted as of 7/23/24	
	Employee Health	# of new hires, # of other employee health issues	See Employee Heath Tab	Average 25 new hires per month; 38 workers comp claims in rolling 12 mos ended July 2024	
	Leave of Absence Administration	# of Leaves of Absence	As of July 2024	33	
Purchasing/Supply Chain					
	Ordering & Receiving	# of Purchase Orders, # of orders received		2,893 purchase orders	
	Contract Mgmt	# of supply & purchased service contracts managed by Supply Chain,	GPO reporting when available - usage, PO compliance, opportunity analysis	N/A	Need expertise & assistance with sales tax exemption
	Par Optimization	# of departments with inventory; supply expense		28 departments with inventory value > \$1,000	
	Department Inventories			11 Distribution areas, Supply Pyxis in ED	
	Product Selection		Have existing committee	N/A	Policies, Procedures, Best Practices
	Year End Inventory	Inventories		\$ 3,841,424	
Quality/Risk					
	Quality Mgmt	Quality Reporting		N/A	Need Survey Readiness Tools; Mock Surveys
	All Cause Readmissions		Source: Quality Q1 Reporting	15.55%	
	All Cause Mortality		Source: Quality Q1 Reporting	8.62%	
	Risk Mgmt			N/A	Regulatory Changes Notification/Monitoring
	Compliance	# of compliance related items		0	
	Patient Grievance	# of grievances		50	
	Patient Satisfaction Surveys (PG)		We have Press Ganey	N/A	Improved reporting dashboards and management systems
	Quality Grades	Leapfrog Safety Grade	Spring 2024	2.6690 (C Grade)	
Legal Services					
	General Counsel	Total Legal Expense	We don't have broken down by sub topic	\$ 762,646	Currently all outsourced
	Employee Relations			N/A	

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	Real Estate			N/A	
	Tax			N/A	
	Quality Risk Compliance			N/A	
Facilities/Plant Ops					
	Square Footage Maintained	Square Footage	Approx 40,000 SF shelled space in MOB	Hospital 206,150 SF; Ancillary Services Bldg 26,000 SF; Medical Office Bldg 91,500 SF	
	Project Mgmt	# of active projects		Not Available	
	Utilities Mgmt	Utility Expense	PG&E, City of Watsonville	\$ 2,466,097	
	R&M Vendors Mgmt/Dispatch	# of Repairs & Maintenance calls		Corrective work orders 1,764; Preventative maintenance work orders 2,417	
	Architectual Engineering				Currently outsourced
	Permits, Licenses, etc.	# of permits, licenses supported	permit to operate air pressure tank X3, permit to operate Lab equip x1 permit to operate generators x3 permit to operate HWB x2 permit to operate SB (Steam boilers) x5 country of SC LQG permit county of SC environmenta health permit State of CA permit to operate elevator x5 FCC liscense x3 FAA emergency landing zone there may be a few more (25 listed)	See Comments	
	Life Safety Readiness				Need tools or processes
Philanthropy					
	Operational Support	Reporting, Audits	Available upon request	Available upon request	
Dietary					
	Food Supplies/Purchasing	Food Supply expense		441,808	
		Meal Equivalentents		106,664	
	Dietary Systems			N/A	Dietary Systems
	Nutritional Development/Support	# of Nutritional consults		676	
	Point Of Service/Retail Cash Mgmt	# of Point of Service transactions		32,940	
Pharmacy Mgmt					
	340(B) Support		Currently implementing 340(B) with external help	N/A	
	After Hours Pharmacist Remote Coverage	Hours Covered		10 hours coverage/day	We could benefit by providng this service to another facility to share/offset costs.
	Pharmacy Drug Inventory Management	Pharmacy Supply Expense		IP - approx \$1.5 million; OP - approx \$950,000	
		IP Doses filled		1,200,000	
		OP Prescriptions filled		8,193	
Revenue Cycle Operations					
		% AR > 90 Days	June 2024 YTD 27.9% (Improvement)	31.0%	
		Initial Denial Rate		4.4%	
		Denials Write-offs as % of Net Revenue		1.1%	
		Denial Write-off \$\$	\$309,711 Jan - June 2024 (Improvement)	\$ 1,221,350	
		POS Collections		\$ 716,464	
		Cash Collection as % of Adjusted Net Pt Services		99.4%	
		Net AR Days		42.1	
		Ave Adjusted Daily Net Revenue		\$ 3,680,498	