DOCTORS
MEDICAL CENTER

Joint Meeting of the West Contra Costa Healthcare District Board and Doctors Medical Center Management Authority, JPA Board

Wednesday, April 27, 2011
4:00 PM
Doctors Medical Center - ACR
2000 Vale Road
San Pablo, CA

JOINT MEETING OF THE WEST CONTRA COSTA HEALTHCARE DISTRICT BOARD AND DOCTORS MEDICAL CENTER MANAGEMENT AUTHORITY, JPA BOARD

WEST CONTRA COSTA HEALTHCARE DISTRICT BOARD SPECIAL MEETING
April 27, 2011, 4:00 P.M.
Doctors Medical Center – Auditorium
2000 Vale Road
San Pablo, CA 9480

BOARD OF DIRECTORS
Irma Anderson, Chair
Eric Zell, Vice Chair
Beverly Wallace, Treasurer
Deborah Campbell, Secretary
Nancy Casazza, Assistant Secretary

DOCTORS MEDICAL CENTER MANAGEMENT AUTHORITY, JPA BOARD

GOVERNING BOARD
Supervisor John Gioia, Chair
Eric Zell, Vice Chair
Pat Godley
Supervisor Mary Piepho
Richard Sankary, M.D
William Walker, M.D.
Beverly Wallace

AGENDA

1. Call to Order and Roll Call

2. Approve Minutes of the Joint Meeting of the West Contra Costa Healthcare District Board and Doctors Medical Center Management Authority, JPA Board Meetings of April 12, 2011

3. Public Comments
   [*At this time persons in the audience may speak on any items not on the Agenda which are within the jurisdiction of the WCCHD and Doctors Medical Center Management Authority, JPA Board*]

CLOSED SESSION

4. Conference with Labor Negotiators (pursuant to Government Code Section 554957.6) Agency negotiators: John Hardy, Vice President of Human Resources: California Nurse Association, National Union Healthcare Workers

5. Discussion involving Trade Secrets Pursuant to H&S Code Section 32106. Discussion will concern new programs, services, facilities.

OPEN SESSION

6. *Report of reportable action(s) taken, if any.*

7. Approval of Physician Income Guarantee

8. CEO Report - *information only*

9. Presentation and Acceptance of the March 2011 Financial Statements

10. Adjournment

DOCTORS
MEDICAL CENTER

Minutes

April 12, 2011

TAB 2

JOINT MEETING

WEST CONTRA COSTA HEALTHCARE DISTRICT BOARD AND DOCTORS MEDICAL CENTER MANAGEMENT AUTHORITY, JPA BOARD

April 12, 2011 DMC, ACR, 2000 Vale Road, San Pablo 94806

MEETING MINUTES

Members Present:
Director Irma Anderson, Chair
Director Eric Zell, Vice-Chair
Director Deborah Campbell, Secretary (*Via Phone*)
Director Beverley, Wallace Treasurer
Director Nancy Casazza, Asst. Secretary
Supervisor John Gioia, JPA Chair
Richard Sankary, M.D.
Bill Walker, M.D.
Pat Godley

Excused Absence:
Supervisor Mary Piepho

DMC Staff Present:
Dawn Gideon, Interim President/CEO

District Legal Council:
Rick Norris

Medical Staff:
Dr. Sharon Drager, Chief of Staff

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1. **Call to Order and Roll Call**

   The meeting was called to order at 4:00 P.M. Director Anderson called the roll for the District Board and Supervisor John Gioia called the roll for the JPA Board.

2. **Approval of Minutes**

   The motion made by Director Anderson and seconded by Director Zell to approve the minutes of the March 23, 2011 joint meetings of the WCCHD and JPA Boards passed unanimously.

3. **Closed Session: Discussion involving Trade Secrets Pursuant to H&S Code Section 32106. Discussion will concern new programs, services, facilities. Public discussion will take place at the April regular meeting of the Board**

   The Joint Meeting went into closed session at 4:10 p.m. An announcement was made that there would be no reportable actions taken in closed session.

4. **Adjournment**

   There being no further business, the joint meeting adjourned at 7:00 p.m.

DOCTORS
MEDICAL CENTER

Approval of Physician Income Guarantee

TAB 7

DOCTORS MEDICAL CENTER
MANAGEMENT AUTHORITY, JPA BOARD
BOARD OF DIRECTORS
CONTRACT RECOMMENDATION FORM

TO: **MANAGEMENT AUTHORITY**
BOARD OF F DIRECTORS

FROM: **RICK REID, CFO**

DATE: **APRIL 27, 2011**

SUBJECT: **Physician Income Guarantee for Radiation Oncologist**

SPECIFIC REQUEST(S) OR RECOMMENDATION(S) AND BACKGROUND WITH JUSTIFICATION

REQUEST / RECOMMENDATION(S): To approve and authorize the Chief Financial Officer to execute on behalf of DMC, a 2 year physician income guarantee contract for a Radiation Oncologist not to exceed $325,000 a years. The contract proposed start date is August 1, 2011. The contract will be reviewed by Archer Norris and will be provided to the Board upon completion. Any material alterations' to the standard agreement's terms and conditions will be brought back to the Board for approval.

FISCAL IMPACT: The additional financial exposure to DMC for this contract is estimated to by $18,000 in the first full year and $0 in the second year.

STRATEGIC IMPACT: Cancer services are a key service line at the hospital. Without sufficient physician coverage, DMC will not be able to maintain its current operations at the center. Based upon financial history, the operations of the center are a major positive financial contributor to the operational income at DMC. Over the past 4 months, the center's volume has outperformed the budgeted volume by over 200%.

REQUEST / RECOMMENDATION REASON, BACKGROUND AND JUSTIFICATION: The Cancer Center is critical to the financial performance of DMC. The Radiation Therapy department is currently being covered by one physician who is working at 2 cancer centers. It is not the desire of the physician to keep working at both centers. If DMC cannot facilitate the replacement of a radiation oncologist to work at the cancer center, then DMC is at risk of not being able to operate the radiation therapy department putting the entire center at risk of significant volume loss.

Presentation Attachments: Yes_X___ No____

Requesting Signature: _____ Date: ___ / ___ / ___

SIGNATURE(S):

Action of Board on ___ / ___ / ___ Approved as Recommended _____ Other _____

Vote of Board Members:

____ Unanimous (Absent____)
Ayes: ____ Noes: ____
Absent: ____ Abstain: ____

I HEREBY ATTEST THAT THIS IS A TRUE AND CORRECT COPY OF AN ACTION TAKEN AND ENTERED ON THE MINUTES OF THE BOARD ON THE DATE SHOWN.

Contact Person: Rick Reid

Attested by: _____
John Gioia, Chair, JPA Board

Cc:
Accounts Payable
Contractor
CFO/Controller
Requestor

Doctors Medical Center
Summary of Terms
Physician Income Guarantee

Effective date of the Agreement	August 1, 2011 Timeframe: 2 years
Total Income Guarantee	$325,000 per Year for 2 Years
Physician Specialty	Radiation Oncology
Funding of Guarantee and Estimated Financial Exposure	The amount will be funded through the reduction of related on call payments. Current on call annual cost is $140,000 per year. The portion of the call amount will be prorated between 2 physicians based upon the estimated time to be spent at DMC Estimated Exposure : Year 1 $18,000 Year 2 $0
Calculation of Financial Exposure	**Year 1** Income Guarantee $325,000 Estimated Total Physician Receipts $260,000 New physician collection percentage 75% New Physician Estimated Receipts $195,000 Balance due physician $130,000 Prorated On Call Costs($140,000-$28,000) $112,000 Additional Cost to DMC $ 18,000 Year 2 Income Guarantee $325,000 Estimated Total Physician Receipts $260,000 New physician collection percentage 100% New Physician Estimated Receipts $260,000 Balance due physician $ 65,000 Prorated On Call Costs($140,000-$28,000) $112,000 Additional Cost to DMC $ 0

DOCTORS
MEDICAL CENTER

Financial Report
March 2011

TAB 9

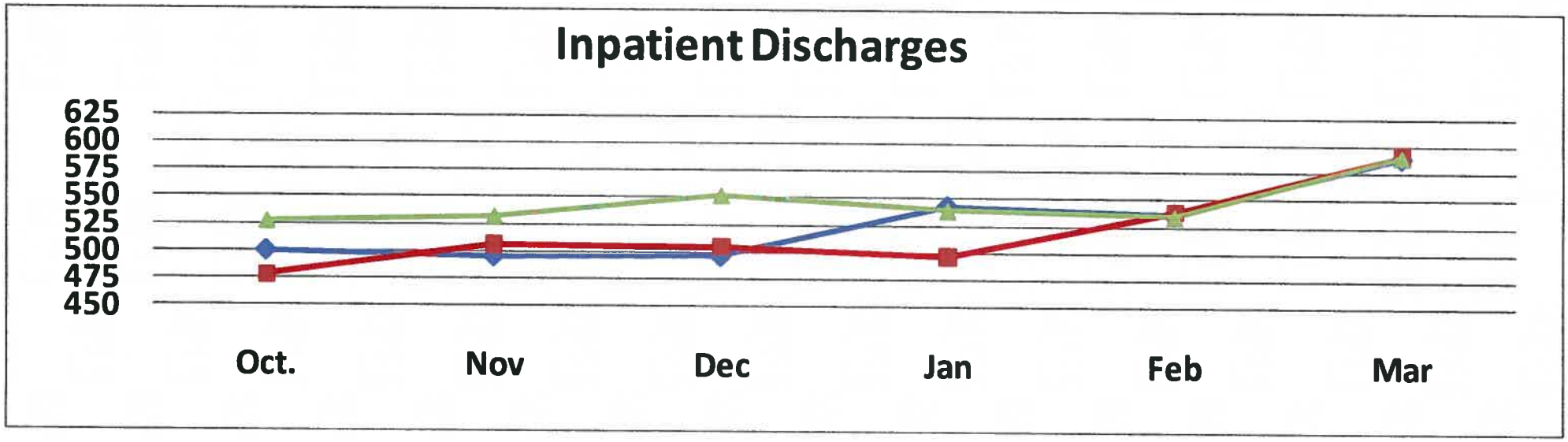
Board Presentation

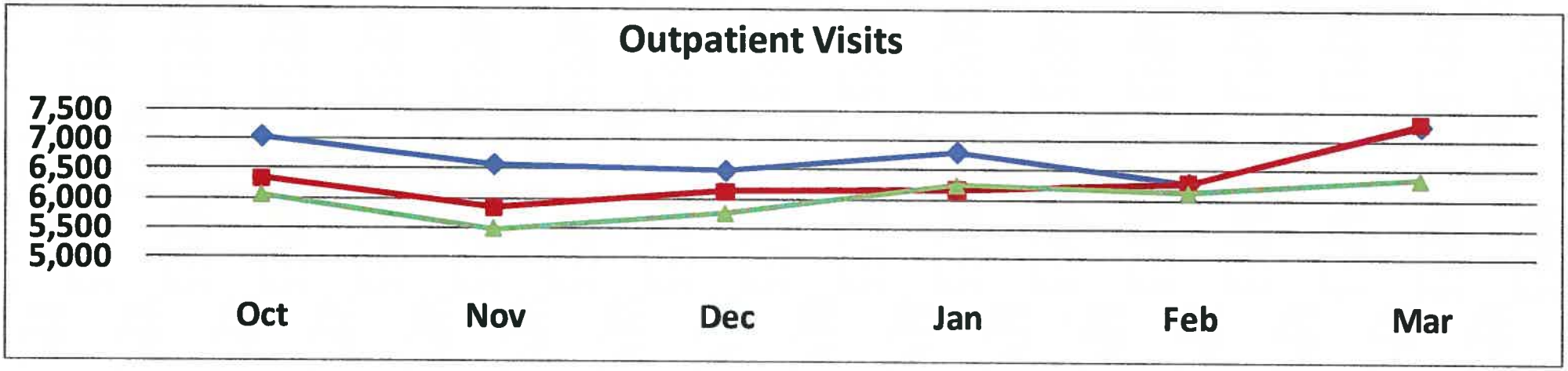
March 2011 Financial Report

Patient Activity
For the Period Ending
March 31, 2011

Actual M.T.D.	Budget M.T.D.	Variance		Actual Y.T.D.	Budget Y.T.D.	Variance
589	591	(2)	Inpatient Discharges	1669	1669	-
7,269	7,323	(54)	Outpatient Visits	20,354	19,868	486

Patient Volumes





Current year Prior Year Budget

Statement of Activity – Summary
For the Period Ending
March 31, 2011
(Thousands)

Actual M.T.D.	Budget M.T.D.	Variance		Actual Y.T.D.	Budget Y.T.D.	Variance
$10,913	$12,488	($1,575)	Net Operating Revenues	$32,838	$34,241	($1,403)
$12,883	$12,402	($481)	Total Operating Expenses	$38,144	$36,574	($1,570)
($1,970)	$86	($2,056)	Income/(Loss) From Operations	($5,306)	($2,333)	($2,973)
$1,688	$662	$1,026	Income from Other Sources	$2,932	$1,972	$960
($282)	$749	($1,031)	Net Income/(Loss)	($2,374)	($362)	($2,012)
(2.6%)	6.0%	(8.6%)	Net Income Percentage	(7.2%)	(1.1%)	(6.2 %)
			California Benchmark Average	2.1%		
			Top 25%	7.1%		
			Top 10%	11.5%		

Budget Variances – Net Revenue

- Total Net Patient Service Revenue ($1,593,000)
  - Higher Prison Patient Volumes $378,000
  - Higher Worker Comp Volume $190,000
  - Lower Medicare CMI ($604,000)
  - Lower HMO Volumes ($1,432,000)

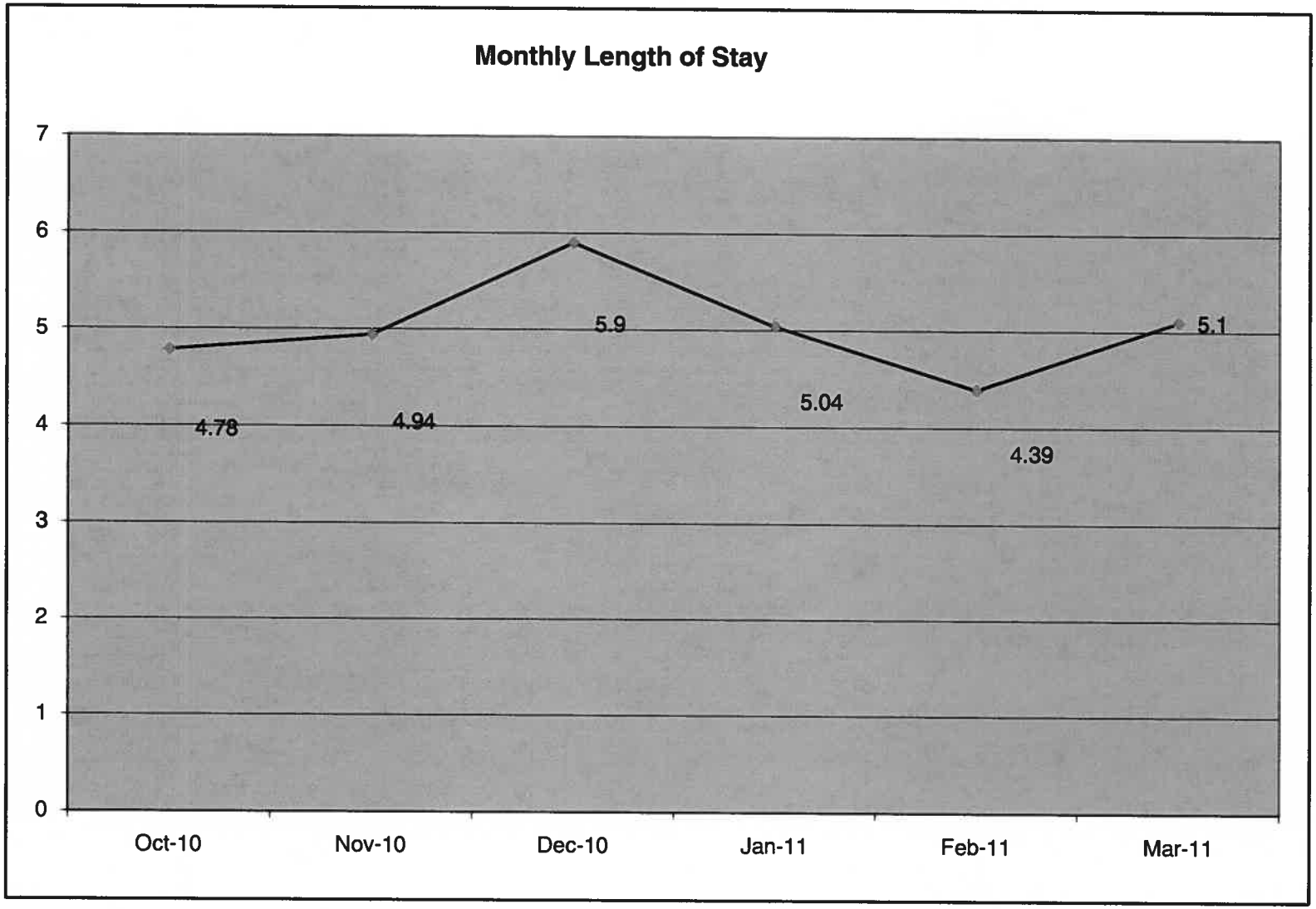
Budget Variances – Expenses

- Salaries – ($36,000)
  - Recording of the Balance due the former CEO for $254,000
  - Nursing floors are under budget by $82,350
  - Without recording of CEO remaining compensation, salaries would be under budget by $218,000
- Benefits ($342,000) – higher healthcare and sick time costs
- Purchased Services – ($100,000)
  - Higher repairs and collection fees on accounts remaining at Cash Acceleration Project from 2010.

Outpatient Center Statement of Activity
For the Period Ending
March 31, 2011

Actual M.T.D.	Budget M.T.D.	Variance		Actual Y.T.D.	Budget Y.T.D.	Variance
$179,018	$214,189	($35,171)	**Net Operating Revenues**	$530,824	$613,367	($82,544)
$202,317	$241,404	$39,087	**Total Operating Expenses**	$582,695	$721,275	$138,580
($23,299)	($27,215)	$3,916	**Income/(Loss) From Operations**	($51,871)	($107,908)	$56,036
($6,342)	($6,342)	-	**Income from Other Sources**	($19,611)	($19,611)	-
($29,641)	($33,557)	$3,916	**Net Income/(Loss)**	($71,482)	($127,519)	$56,036
(16.6%)	(15.7%)	(0.9%)	**Net Income Percentage**	(13.5%)	(20.8%)	7.3%

Length of Stay Comparison
Discharged Patients



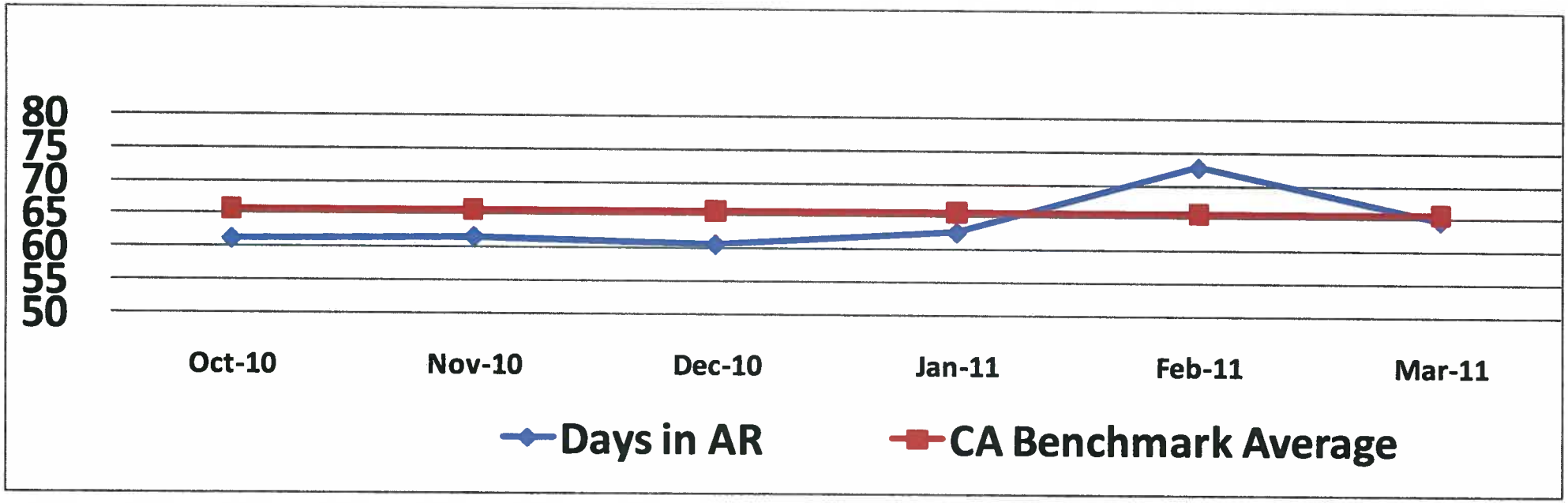
Cash Position
March 31, 2011
(Amounts in Thousands)

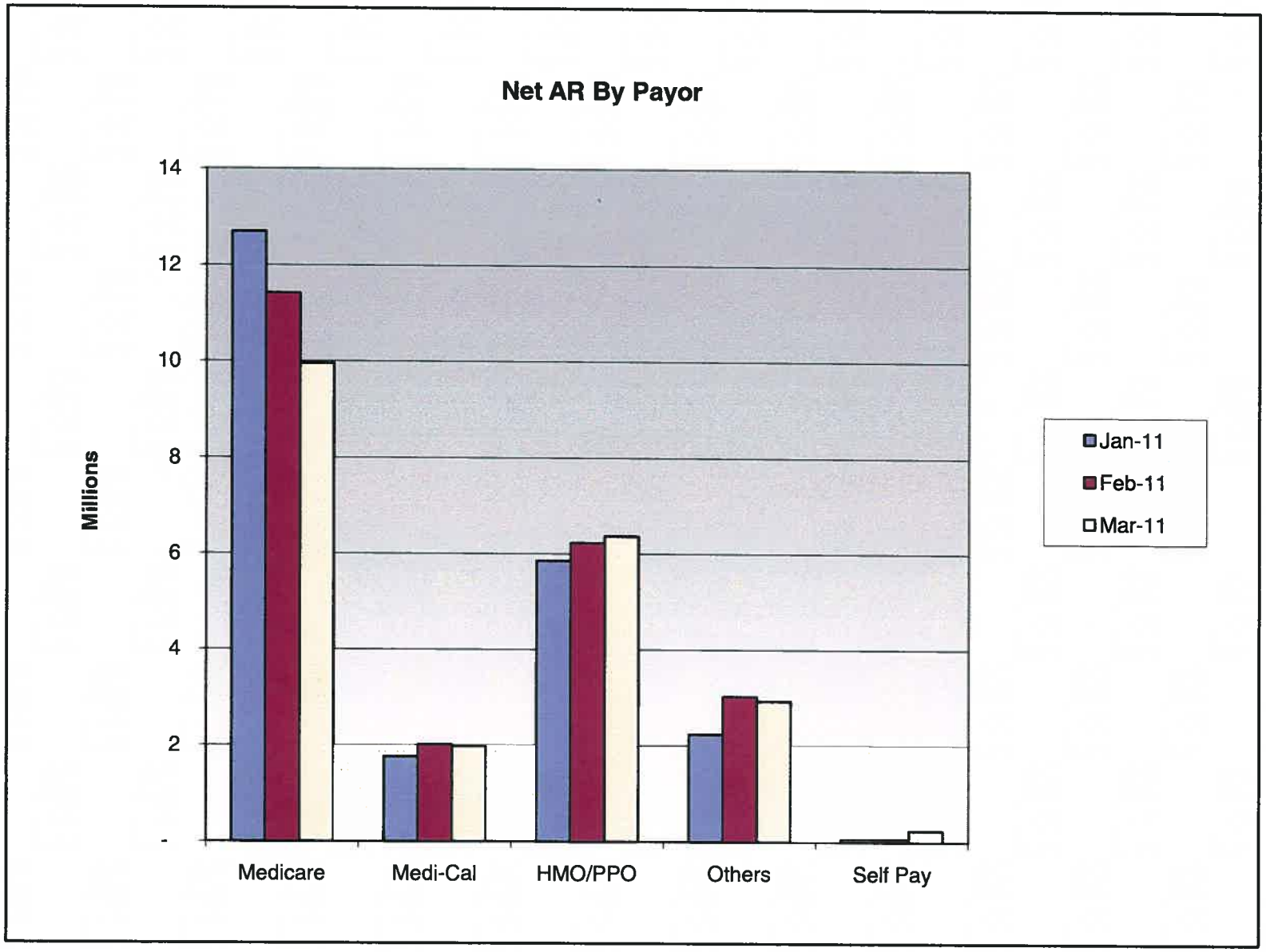
	March 31 , 2011	December 31, 2010
Unrestricted Cash	$3,151	$5,229
Restricted Cash	$5,991	$5,363
Total Cash	$9,142	$13,029
Days Unrestricted Cash	8	13
Days Restricted	8	11
Total Days of Cash	16	24
California Benchmark Average	34	
Top 25%	82	
Top 10%	183	

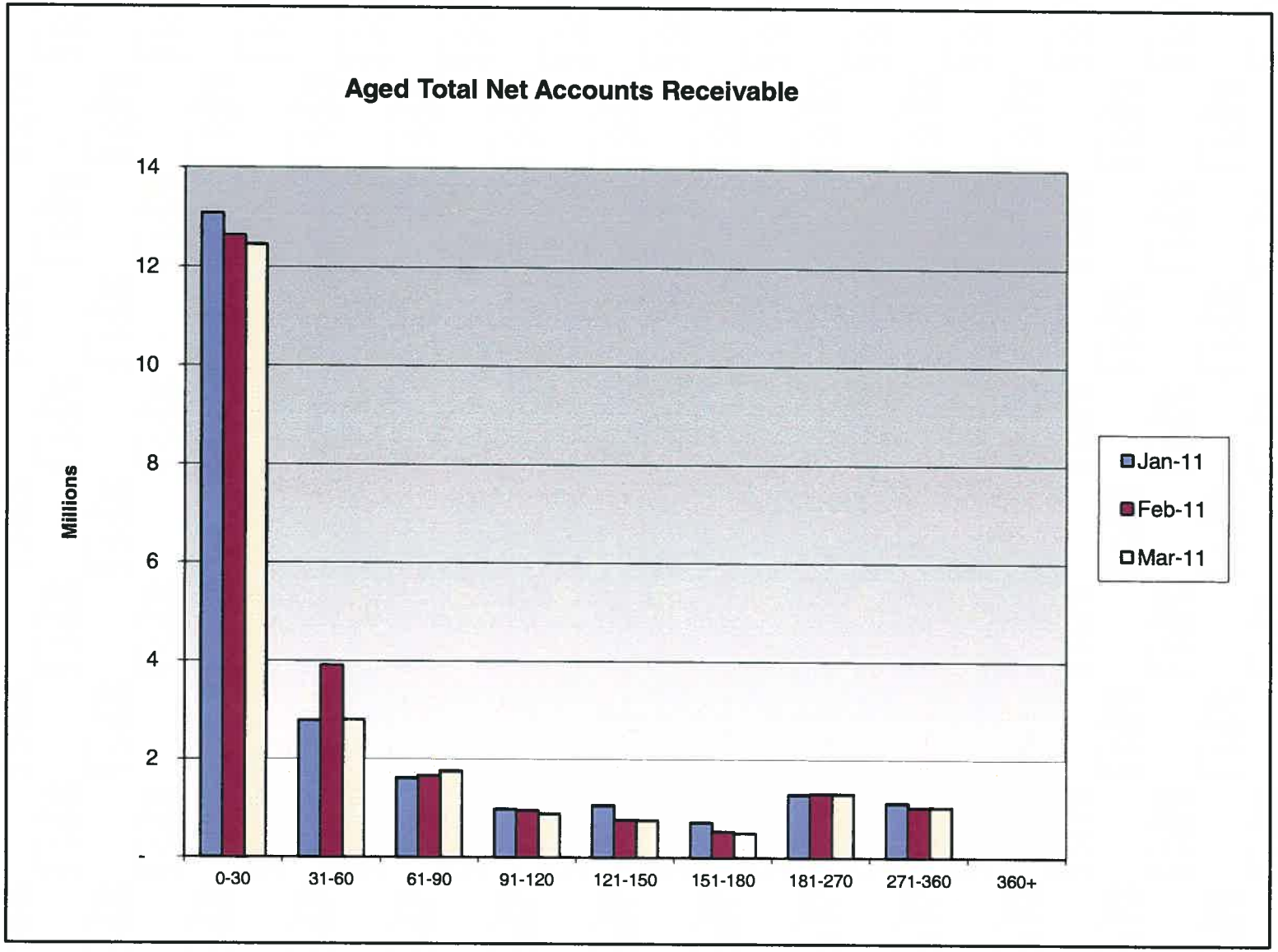
Accounts Receivable
March 31, 2011
(Amounts in Thousands)

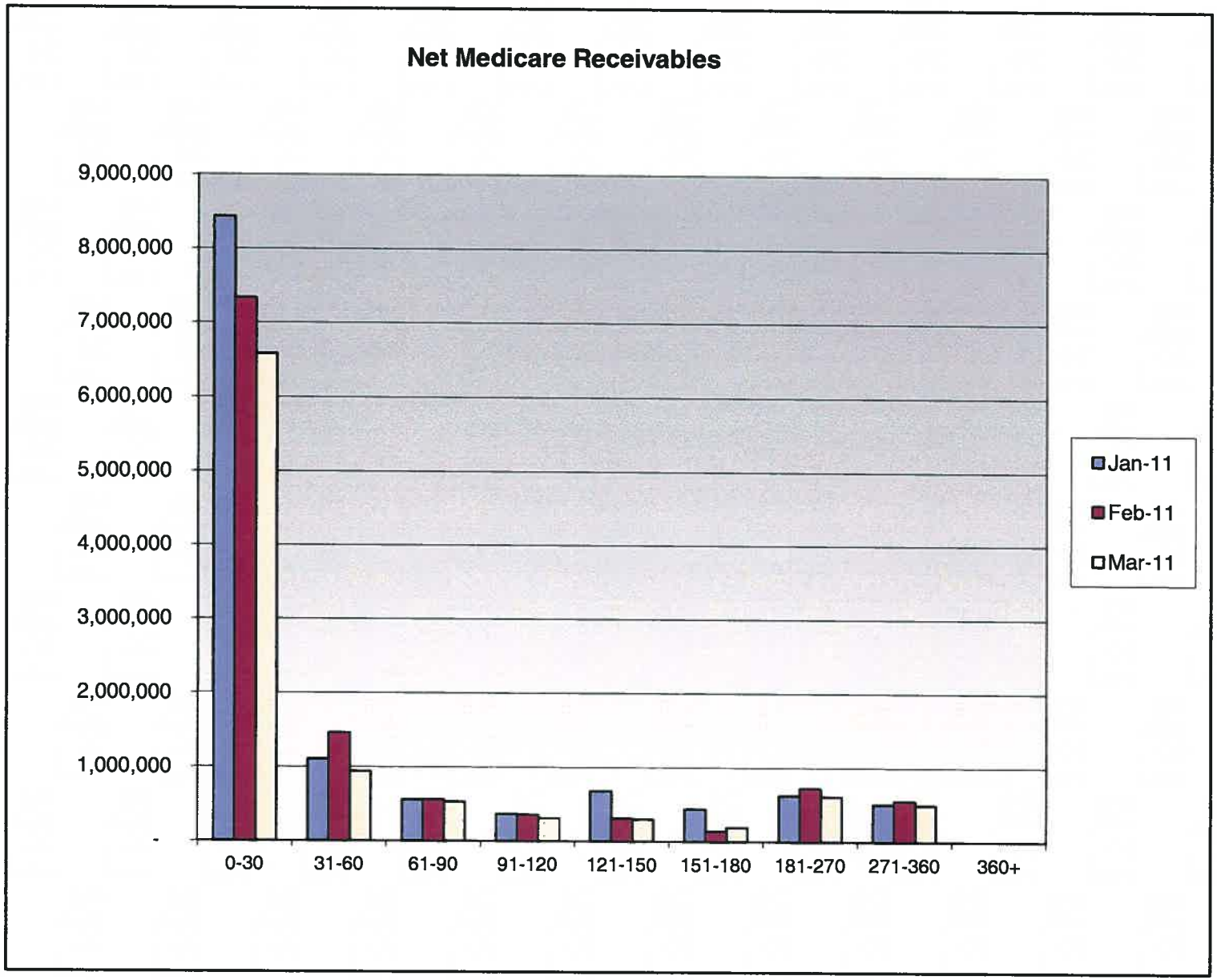
	March 31, 2011	December 31, 2010
Net Patient Accounts Receivable	$21,738	$20,433
Net Days in Accounts Receivable	64.8	60.7
California Benchmark Average	65.7 days	
Top 25%	45.2 days	
Top 10%	35.5 days	

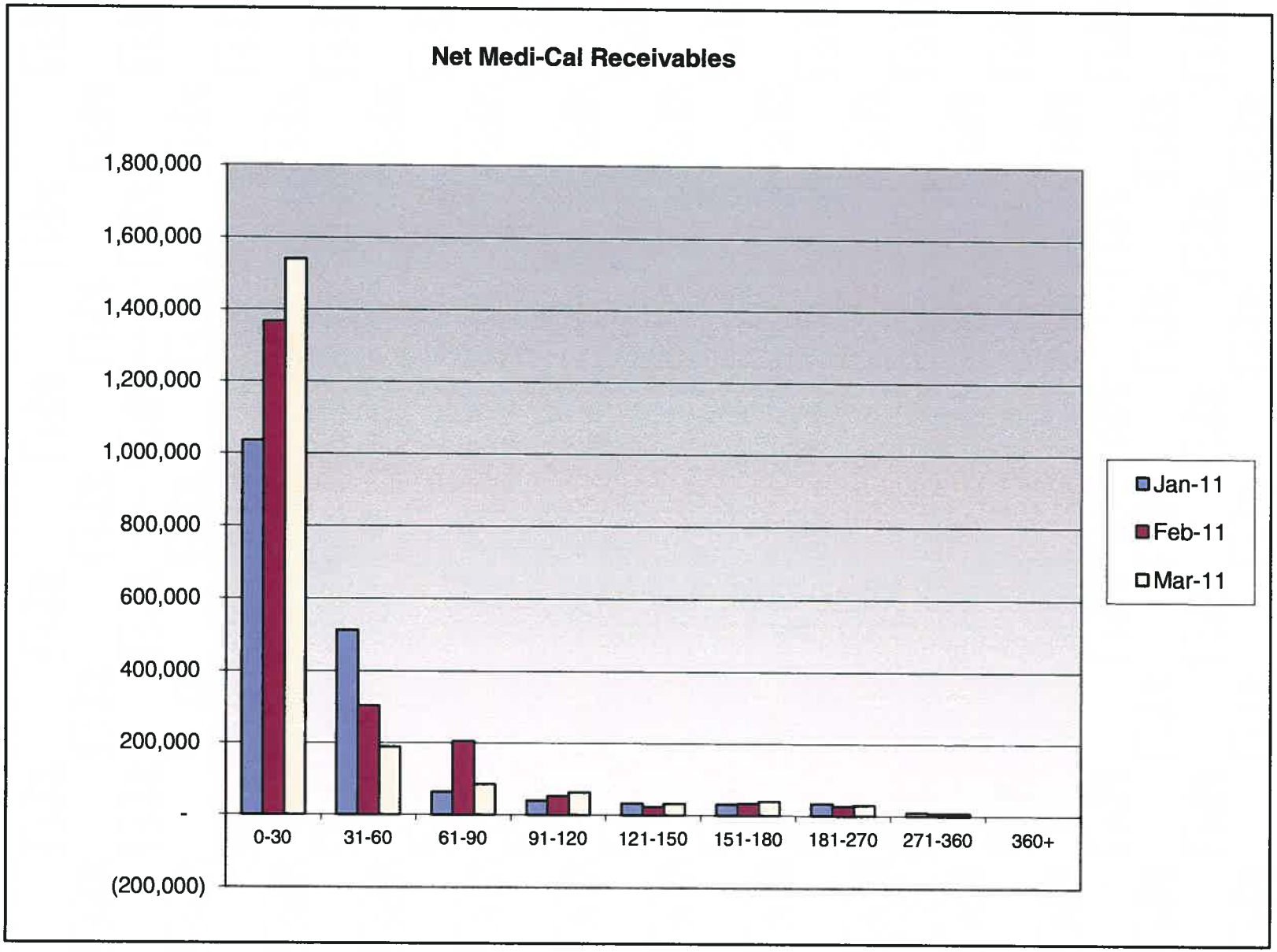
Accounts Receivable

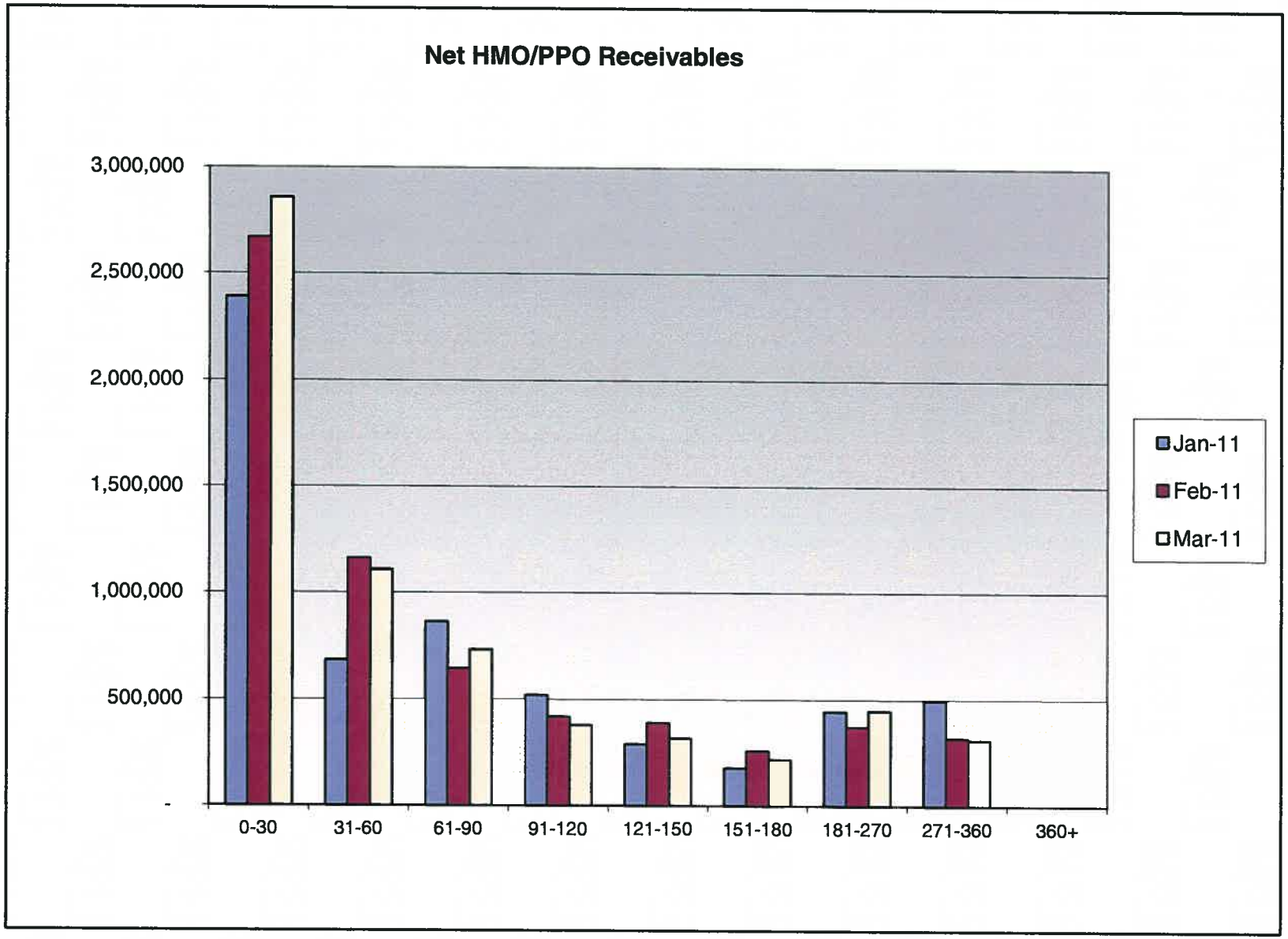


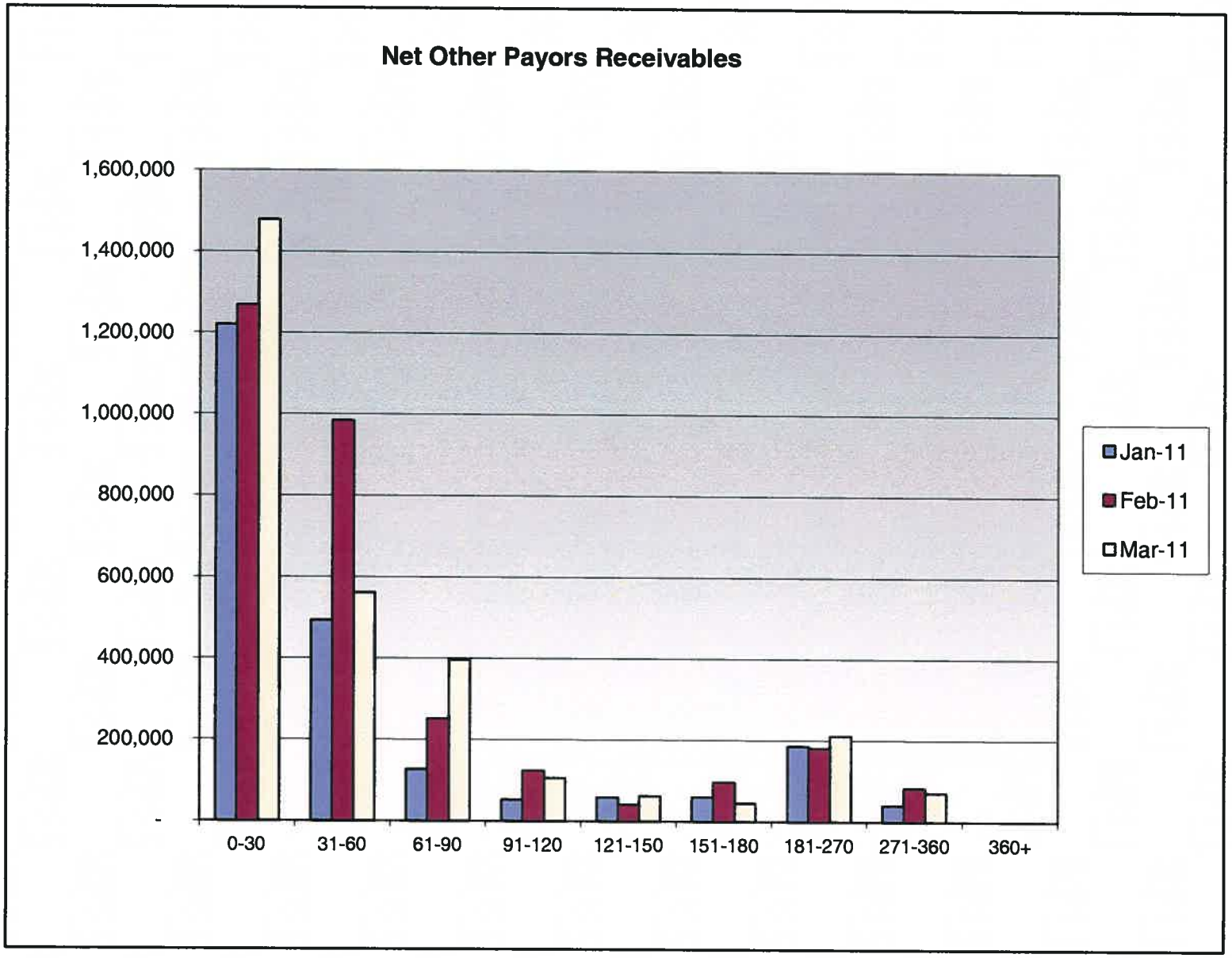

Net AR By Payor
Millions
14
12
10
8
6
4
2
-
Medicare
Medi-Cal
HMO/PPO
Others
Self Pay
Jan-11
Feb-11
Mar-11

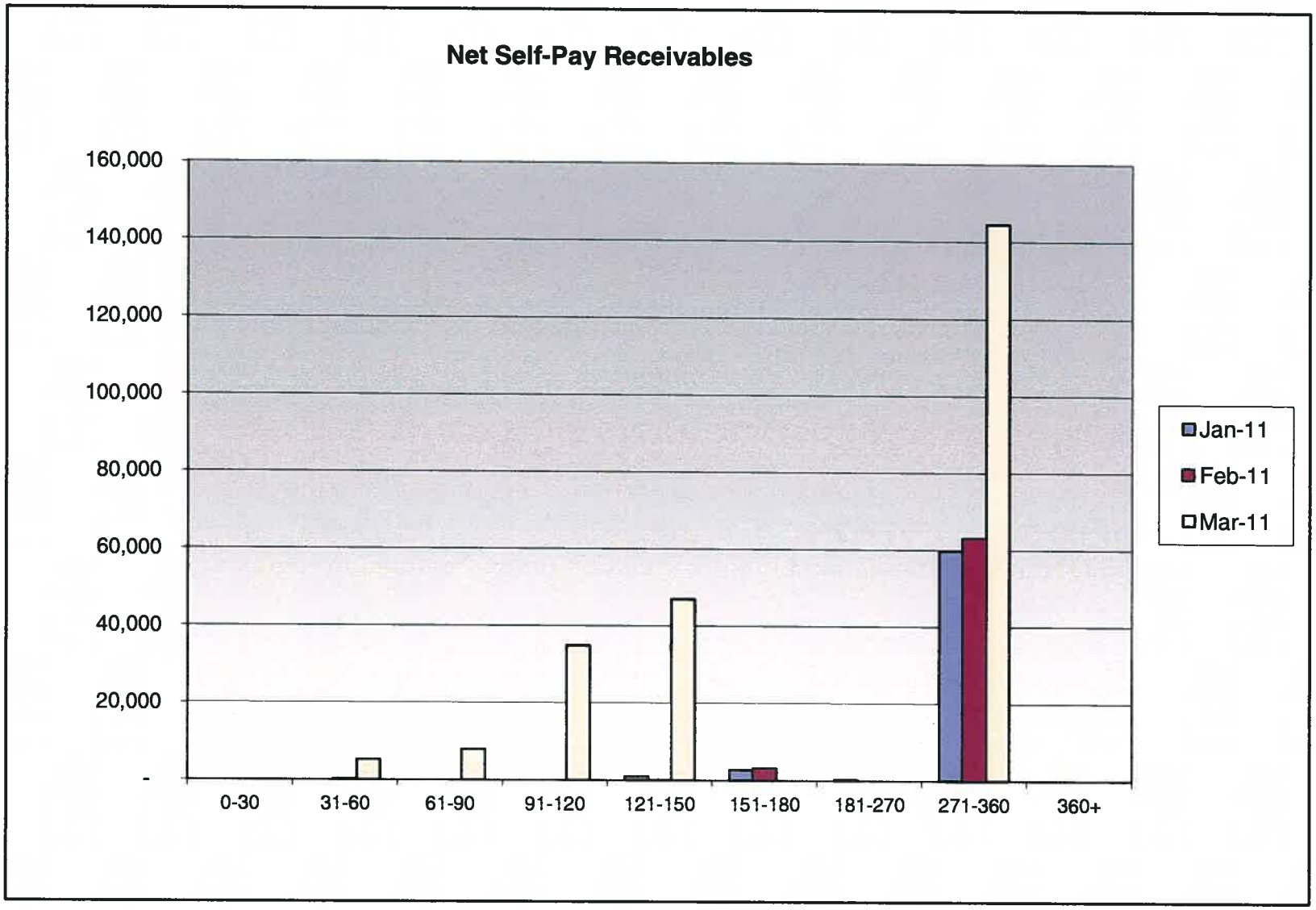

Aged Total Net Accounts Receivable
Millions
14
12
10
8
6
4
2
-
0-30
31-60
61-90
91-120
121-150
151-180
181-270
271-360
360+
Jan-11
Feb-11
Mar-11


Net Medicare Receivables
9,000,000
8,000,000
7,000,000
6,000,000
5,000,000
4,000,000
3,000,000
2,000,000
1,000,000
-
0-30
31-60
61-90
91-120
121-150
151-180
181-270
271-360
360+
Jan-11
Feb-11
Mar-11


Net Medi-Cal Receivables
1,800,000
1,600,000
1,400,000
1,200,000
1,000,000
800,000
600,000
400,000
200,000
-
(200,000)
0-30
31-60
61-90
91-120
121-150
151-180
181-270
271-360
360+
Jan-11
Feb-11
Mar-11


Net HMO/PPO Receivables
3,000,000
2,500,000
2,000,000
1,500,000
1,000,000
500,000
-
0-30
31-60
61-90
91-120
121-150
151-180
181-270
271-360
360+
Jan-11
Feb-11
Mar-11


Net Other Payors Receivables
1,600,000
1,400,000
1,200,000
1,000,000
800,000
600,000
400,000
200,000
-
0-30
31-60
61-90
91-120
121-150
151-180
181-270
271-360
360+
Jan-11
Feb-11
Mar-11


Net Self-Pay Receivables
160,000
140,000
120,000
100,000
80,000
60,000
40,000
20,000
-
0-30
31-60
61-90
91-120
121-150
151-180
181-270
271-360
360+
Jan-11
Feb-11
Mar-11

DOCTORS
MEDICAL CENTER

March 2011 Executive Report

Doctors Medical Center had a Net Loss of $282,000 in the month of March. As a result, net income was under budget by $1,031,000. The following are the other factors leading to the Net Income variance:

Net Patient Revenue Factors	**Over / (Under)**
HMO/PPO/ Commercial Volume	($1,432,000)
Medicare	($604,000)
Prison Inpatient Volume	$378,000
Workers Compensation	$190,000
Expenses	
Salaries & Wages	($36,000)
Employee Benefits	($342,000)
Purchased Services	($100,000)
Other Non-Operating Income	$1,085,000

Net patient revenue was under budget by $1,593,000. Gross charges were under budget in March 2.1%. Patient days were 8.8% over budget and admissions were 0.3% under budget. Based upon the first 3 months of activity, there is a downward trend in managed care business. The decrease in HMP/PPO accounted for a $1,432,000 variance from budget. The Medicare payment rate is under budget due to a lower Medicare case mix. Prisoner volume and Workers Compensation volumes are above budget

Salaries & Wages are over budget by $36,000. Included in this amount was the recording of the remaining contract liability for the former CEO of $254,000. Floor nursing salaries were under budget by $82,350. Adjusting for the recording of the CEO liability, the salaries were under budget by $218,000.

Benefits were over budget $342,000. Healthcare costs has exceed budget by $283,000 for March. The majority of this activity has occurred at the Hospital. This is an increase in staff using DMC over the other in-network providers. Sick time was also above budget in March by $45,000. .

Purchased Services were over budget $100,000. The variance is due to remaining cost of the prior year cash accelerated project and some catch up billing on the new digital mammogram services that started earlier this year.

Other non-operating income is over budget by $1,085,000 due to the receipt of an un-budgeted CMAC payment during the month.

WEST CONTRA COSTA HEALTHCARE DISTRICT
DOCTORS MEDICAL CENTER
INCOME STATEMENT
March 31, 2011
(Amounts in Thousands)

	CURRENT PERIOD				PRIOR YEAR		CURRENT YTD				PRIOR YEAR
	ACTUAL	BUDGET	VAR	VAR %	ACTUAL		ACTUAL	BUDGET	VAR	VAR %	ACTUAL
						OPERATING REVENUE					
1	10,804	12,397	(1,593)	-12.9%	11,007	Net Patient Service Revenue	32,559	33,941	(1,382)	-4.1%	31,824
2	109	91	18	19.4%	90	Other Revenue	279	300	(21)	-6.9%	302
3	10,913	12,488	(1,575)	-12.6%	11,097	**Total Operating Revenue**	32,838	34,241	(1,403)	-4.1%	32,126
						OPERATING EXPENSES					
4	5,782	5,746	(36)	-0.6%	5,810	Salaries & Wages	16,696	16,346	(350)	-2.1%	16,366
5	2,744	2,402	(342)	-14.2%	2,561	Employee Benefits	8,152	7,789	(363)	-4.7%	8,216
6	741	821	80	9.8%	870	Professional Fees	2,548	2,464	(84)	-3.4%	2,502
7	1,822	1,734	(88)	-5.1%	1,771	Supplies	5,485	4,942	(543)	-11.0%	5,154
8	906	806	(100)	-12.4%	784	Purchased Services	2,619	2,419	(200)	-8.3%	1,923
9	246	219	(27)	-12.4%	176	Rentals & Leases	643	606	(37)	-6.1%	445
10	345	350	5	1.4%	291	Depreciation & Amortization	1,037	1,038	1	0.1%	873
11	297	323	26	8.1%	316	Other Operating Expenses	964	970	6	0.6%	985
12	12,883	12,402	(481)	-3.9%	12,579	**Total Operating Expenses**	38,144	36,574	(1,570)	-4.3%	36,464
13	(1,970)	86	(2,056)	-2378.0%	(1,482)	**Operating Profit / Loss**	(5,306)	(2,333)	(2,973)	-127.4%	(4,338)
						NON-OPERATING REVENUES (EXPENSES)					
14	1,085	-	1,085	0.0%	2,072	Other Non-Operating Revenue	1,085	-	1,085	0.0%	4,904
15	708	754	(46)	6.1%	753	District Tax Revenue	2,167	2,262	(95)	4.2%	2,259
16	5	10	(5)	-51.9%	10	Investment Income	14	28	(14)	-50.4%	28
17	(110)	(102)	(8)	0.0%	(115)	Less: Interest Expense	(334)	(319)	(15)	4.7%	(355)
18	1,688	662	1,026	155.0%	2,720	**Total Net Non-Operating**	2,932	1,972	960	48.7%	6,836
19	(282)	749	(1,031)	-137.7%	1,238	**Income Profit (Loss)**	(2,374)	(362)	(2,012)	-556.5%	2,498
						Profitability Ratios:					
20	-18.1%	0.7%	130.5%		-13.4%	Operating Margin %	-16.2%	-6.8%	211.9%		-13.5%
21	-2.6%	6.0%	-8.6%		11.2%	Profit Margin %	-7.2%	-1.1%	-6.2%		7.8%

WEST CONTRA COSTA HEALTHCARE DISTRICT
DOCTORS MEDICAL CENTER
INCOME STATEMENT
March 31, 2011
(Amounts in Thousands)

22	1,978	1,965	(13)	-0.7%	2,034	SWB / APD	2,101	2,020	(82)	-4.0%	1,935
23	66.2%	65.7%			66.5%	SWB / Total Operating Expenses	65.1%	66.0%			67.4%
24	2,989	2,992	2	0.1%	3,056	Total Operating Expenses / APD	3,226	3,060	(165)	-5.4%	2,870
25	47,872	46,740	1,132	2.4%	42,582	I/P Gross Charges	135,528	130,924	4,604	3.5%	122,066
26	20,512	23,136	(2,624)	-11.3%	19,225	O/P Gross Charges	59,241	63,580	(4,339)	-6.8%	54,483
27	**68,384**	**69,877**	**(1,493)**	**-2.1%**	**61,807**	**Total Gross Charges**	**194,769**	**194,504**	**265**	**0.1%**	**176,549**
						Payor Mix (IP and OP)					
28	39%	37%	2%		36%	Medicare %	41%	38%	3%		38%
29	15%	17%	-2%		17%	Medi-Cal %	15%	18%	-3%		17%
30	12%	14%	-2%		14%	Managed Care HMO / PPO %	11%	14%	-3%		14%
31	9%	10%	-1%		10%	Medicare HMO %	9%	10%	-1%		9%
32	9%	7%	2%		7%	Medi-Cal HMO %	9%	7%	2%		7%
33	0%	0%	0%		0%	Commercial %	0%	0%	0%		0%
34	2%	1%	1%		3%	Worker's Comp %	1%	1%	0%		2%
35	4%	3%	1%		2%	Other Government %	4%	3%	1%		3%
36	10%	10%	0%		10%	Self Pay /Charity %	9%	9%	0%		10%
						STATISTICS					
37	594	591	3	0.5%	568	Admissions	1,700	1,669	31	1.9%	1,620
38	589	591	(2)	-0.3%	590	Discharges	1,669	1,669	-	0.0%	1,621
39	3,017	2,773	244	8.8%	2,836	Patient Days	8,228	8,044	184	2.3%	8,783
40	97.3	89.5	7.9	8.8%	91.5	Average Daily Census (ADC)	91.4	89.4	2.0	2.3%	97.6
41	5.12	4.69	(0.43)	-9.2%	4.81	Average Length of Stay (LOS)	4.93	4.82	(0.11)	-2.3%	5.42
42	31	31			31	Days in Month	90	90			90
43	841	884	(42)	-4.8%	856	Adjusted Discharges (AD)	2,399	2,480	(81)	-3.3%	2,345
44	4,310	4,146	164	4.0%	4,116	Adjusted Patient Days (APD)	11,825	11,950	(126)	-1.1%	12,703
45	139	134	5	4.0%	133	Adjusted ADC (AADC)	131	133	(1)	-1.1%	141
46	120	94	26	27.7%	97	Inpatient Surgeries	285	256	29	11.3%	272
47	121	123	(2)	-1.6%	132	Outpatient Surgeries	275	307	(32)	-10.4%	283
48	**241**	**217**	24	11.1%	**229**	**Total Surgeries**	**560**	**563**	(3)	-0.5%	**555**

WEST CONTRA COSTA HEALTHCARE DISTRICT
DOCTORS MEDICAL CENTER
INCOME STATEMENT
March 31, 2011
(Amounts in Thousands)

49	3,120	3,713	(593)	-16.0%	2,901	ED Outpatient Visits	8,939	10,307	(1,368)	-13.3%	9,550
50	4,028	3,487	541	15.5%	3,329	Ancillary Outpatient Visits	11,140	9,254	1,886	20.4%	8,835
51	121	123	(2)	-1.6%	132	Outpatient Surgeries	275	307	(32)	-10.4%	283
52	**7,269**	**7,323**	(54)	-0.7%	**6,362**	**Total Outpatient Visits**	**20,354**	**19,868**	486	2.4%	**18,668**
53	502	502	-	0.0%	490	Emergency Room Admits	1,470	1,329	141	10.6%	1,416
54	16.1%	13.5%			16.9%	% of Total E/R Visits	16.4%	12.9%			14.8%
55	84.5%	84.9%			86.3%	% of Acute Admissions	86.5%	79.6%			87.4%
56	708	666	(42)	-6.3%	615	Worked FTE	707	689	(18)	-2.6%	615
57	826	740	(86)	-11.6%	669	Paid FTE	822	794	(28)	-3.5%	692
58	5.09	4.98	(0.11)	-2.2%	4.63	Worked FTE / AADC	5.38	4.88	(0.50)	-10.3%	4.36
59	5.94	5.53	(0.41)	-7.3%	5.04	Paid FTE / AADC	6.26	5.68	(0.58)	-10.2%	4.91
60	2,507	2,990	(484)	-16.2%	2,674	Net Patient Revenue / APD	2,754	2,840	(87)	-3.1%	2,505
61	15,867	16,856	(988)	-5.9%	15,015	I/P Charges / Patient Days	16,472	16,276	196	1.2%	13,898
62	2,822	3,159	(338)	-10.7%	3,022	O/P Charges / Visit	2,911	3,200	(290)	-9.0%	2,919
63	1,342	1,386	44	3.2%	1,411	Salary Expense / APD	1,412	1,368	(44)	-3.2%	1,288
64	4.9	5.3	0.37	7.0%	6.0	Medicare LOS	5.2	5.3	0.15	2.8%	6.1
65	1.45	1.67	(0.22)	-12.9%	1.65	Medicare CMI	1.54	1.66	(0.11)	-6.9%	1.66
66	3.40	3.18	(0.22)	-6.8%	3.60	Medicare CMI Adjusted LOS	3.35	3.20	(0.14)	-4.4%	3.67
67	5.1	4.7	(0.38)	-8.1%	5.4	Total LOS	4.8	4.8	(0.01)	-0.2%	5.54
68	1.450	1.426	(0.02)	-1.7%	1.532	Total CMI	1.481	1.484	0.00	0.2%	1.540
69	3.50	3.29	(0.21)	-6.3%	3.52	Total CMI Adjusted LOS	3.26	3.25	(0.01)	-0.4%	3.59

WEST CONTRA COSTA HEALTHCARE DISTRICT
DOCTORS MEDICAL CENTER
BALANCE SHEET
March 31, 2011
(Amounts in $1,000)

		Current Month	Dec. 31, 2010
	ASSETS		
87	Cash	3,151	5,229
88	Net Patient Accounts Receivable	21,738	20,433
89	Other Receivables	4,401	4,581
90	Inventory	2,199	2,252
90	Current Assets With Limited Use	2,840	4,006
91	Prepaid Expenses and Deposits	1,569	1,575
92	**TOTAL CURRENT ASSETS**	**35,898**	**38,076**
93	**Assets With Limited Use**	**642**	**642**
	Property Plant & Equipment		
94	Land	12,120	12,120
95	Bldg/Leasehold Improvements	33,631	33,563
96	Capital Leases	10,926	10,926
97	Equipment	33,227	33,874
98	CIP	925	960
99	Total Property, Plant & Equipment	90,829	91,443
100	Accumulated Depreciation	-46,581	-46,036
101	**Net Property, Plant & Equipment**	**44,248**	**45,407**
102	**Intangible Assets**	**534**	**544**
103	**Total Assets**	**81,322**	**84,669**
104	Current Ratio (CA/CL)	*1.11*	*1.14*
105	Net Working Capital (CA-CL)	*3,437*	*4,773*
106	Long Term Debt Ratio (LTD/TA)	*0.28*	*0.27*
107	Long Term Debt to Capital (LTD/(LTD+TE)	*0.47*	*0.45*
108	Financial Leverage (TA/TE)	*3.1*	*3.0*
109	Quick Ratio	**0.77**	**0.77**
110	Unrestricted Cash Days	**8**	**12**
111	Restricted Cash Days	**8**	**11**
112	Net A/R Days	**64.8**	**60.7**

		Current Month	Dec. 31, 2010
	LIABILITIES		
113	Current Maturities of Debt Borrowings	2,621	3,646
114	Accounts Payable and Accrued Expenses	14,283	13,981
115	Accrued Payroll and Related Liabilities	12,434	11,356
116	Deferred District Tax Revenue	0	1,327
117	Estimated Third Party Payor Settlements	3,123	2,993
118	**Total Current Liabilities**	**32,461**	**33,303**
	Other Liabilities		
119	Other Deferred Liabilities	0	0
120	Chapter 9 Bankruptcy	0	0
	Long Term Debt		
121	Notes Payable - Secured	23,456	24,047
122	Capital Leases	2,016	2,581
123	Less Current Portion LTD	-2,621	-3,646
124	**Total Long Term Debt**	**22,851**	**22,982**
125	**Total Liabilities**	**55,312**	**56,285**
	EQUITY		
126	Retained Earnings	28,384	25,839
127	Year to Date Profit / (Loss)	-2,374	2,545
128	**Total Equity**	**26,010**	**28,384**
129	**Total Liabilities & Equity**	**81,322**	**84,669**

WEST CONTRA COSTA HEALTHCARE DISTRICT
DOCTORS MEDICAL CENTER
OUTPATIENT CENTER INCOME STATEMENT
March 31, 2011
(Amounts in Thousands)

	CURRENT PERIOD					CURRENT YTD			
	ACTUAL	BUDGET	VAR	VAR %		ACTUAL	BUDGET	VAR	VAR %
					OPERATING REVENUE				
70	171,043	206,214	(35,171)	-17.1%	Net Patient Service Revenue	506,899	589,442	(82,544)	-14.0%
71	7,975	7,975	-	0.0%	Other Revenue	23,925	23,925	-	0.0%
72	179,018	214,189	(35,171)	-16.4%	**Total Operating Revenue**	530,824	613,367	(82,544)	-13.5%
					OPERATING EXPENSES				
73	67,753	104,699	36,946	35.3%	Salaries & Wages	219,381	303,072	83,691	27.6%
74	24,268	20,784	(3,484)	-16.8%	Employee Benefits	45,344	70,221	24,877	35.4%
75	1,852	6,756	4,904	72.6%	Supplies	9,760	19,790	10,030	50.7%
76	5,732	3,925	(1,807)	-46.0%	Purchased Services	6,381	11,775	5,394	45.8%
77	66,322	65,718	(604)	-0.9%	Rentals & Leases	198,305	197,851	(454)	-0.2%
78	29,992	30,000	8	0.0%	Depreciation & Amortization	89,976	90,000	24	0.0%
79	5,398	9,522	4,124	43.3%	Other Operating Expenses	10,548	28,566	18,018	63.1%
80	202,317	241,404	39,087	16.2%	**Total Operating Expenses**	582,695	721,275	138,580	19.2%
81	(23,299)	(27,215)	3,916	-14.4%	**Operating Profit / Loss**	(51,871)	(107,908)	56,036	-51.9%
					NON-OPERATING REVENUES (EXPENSES)				
82	(6,342)	(6,342)	-	0.0%	Less: Interest Expense	(19,611)	(19,611)	-	0.0%
83	(6,342)	(6,342)	-	0.0%	**Total Net Non-Operating**	(19,611)	(19,611)	-	0.0%
84	(29,641)	(33,557)	3,916	-11.7%	**Income Profit (Loss)**	(71,482)	(127,519)	56,036	-43.9%
					Profitability Ratios:				
85	-13.0%	-12.7%			Operating Margin %	-9.8%	-17.6%		
86	-16.6%	-15.7%	-0.9%		Profit Margin %	-13.5%	-20.8%	7.3%	