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ECMC Healthcare Network

BOARD OF MANAGERS
FINANCE COMMITTEE

January 8, 1999

Financial Statements
For 11/30/98

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ERIE COUNTY MEDICAL CENTER
BOARD OF MANAGERS

FINANCE COMMITTEE
Friday, January 8, 1999

AGENDA

I.	**Call to Order**	
II.	**Previous Minutes – December 4, 1998**	**Page 1-2**
III.	***New Business:***	
1.	**AIDS Institute** *Social Work Services Grant*	**Page 3**
2.	**AIDS Institute** *HIV Homecare Services Grant*	**Page 4**
3.	**Compaq** *Digital Equipment Corporation Support*	**Page 5,6,7**
4.	**Wellington Enterprises** *Telecommunications Services*	**Page 5,6,8**
5.	**GTE** *Cabling Support*	**Page 5,6,9**
6.	**P&NP Computer Services** *Long Term Care Software*	**Page 10**
7.	**John McFarland** *Dental Services at MJG*	**Page 11**
8.	**WNY Kidney Center** *Transfer Agreement*	**Page 12**

PREVIOUS MINUTES

ERIE COUNTY MEDICAL CENTER
BOARD OF MANAGERS

FINANCE COMMITTEE MEETING
December 4, 1998

PRESENT:	JOSEPH E. RYAN, CHAIR SHARON L. HANSON	JOHN J. KACZOROWSKI DAVID P. RUTECKI
EXCUSED:	ROBERT A. GANLEY	CHARLES R. NOTARO, ESQ. G. STEVEN PIGEON, ESQ.
ALSO PRESENT:	MICHAEL ICKOWSKI SHIELA K. KEE CONNIE HOWELL, REHAB CHARLES KOMUREK LORI MAKOWSKI, BUDGET	JAN NOVAK, MD SUSAN BRING TOBE, ESQ. PAUL WARDA CHRIS ZAK, ECMC EMERGENCY DEPT. MARK R. ZYGAJ

I. CALL TO ORDER

Chair Joseph E. Ryan called the meeting to order at 12:10 a.m.

II. APPROVAL OF MINUTES

Moved by *Joseph E. Ryan* and seconded by *Sharon L. Hanson* to approve the Finance Committee minutes of November 4, 1998.

III. ACTION ITEMS

1. **Independent Health Association** (Provision of Services)
   A request was made to enter into an agreement with Independent Health Association for the provision of health care services to subscribers who have elected to receive their Medicare benefits through Independent Health's Encompass 65 option. The Hospital Agreement will have a one (1) year term with provisions for annual renewal at negotiated rates.

   Moved by Sharon L. Hanson and seconded by David P. Rutecki the Finance Committee recommends that the Board of Managers approve the request. John J. Kaczorowski voted in opposition.

2. **McAuley Seton Home Care (MSHC)** (Patient services)
   A request was made to enter into a contract with McAuley Seton Home Care (MSHC) to provide physical, occupational, speech therapy and social work services to patients of MSHC. Said term renewal contract is from January 1, 1998 through December 31, 1998 with subsequent annual renewals. MSCH will pay ECMC $61.50 per visit.

   Moved by Sharon L. Hanson and seconded by David P. Rutecki the Finance Committee recommends that the Board of Managers approve the request.

3. **Department of Emergency Services** (Donation of Car)
   A request was made to accept a donation of a vehicle for use in delivery of Emergency Medical Services. This will supplement the current SMART 2 vehicle.

   Moved by Sharon L. Hanson and seconded by John J. Kaczorowski, the Finance Committee recommends that the Board of Managers approve the request.

4. **1999 ECMC Routine Ancillary Charge Increases**
   A request was made to approve the 1999 ECMC Routine Ancillary Charge Increase Proposal, effective January 1, 1999.

   Moved by David P. Rutecki and seconded by John J. Kaczorowski, the Finance Committee recommends that the Board of Managers approve the request.

5. **Bad Debt Write-offs** (November, 1998)

   ECMC
   Approval was requested to write-off from the system 76 inpatient; 4,170 outpatient and 14 SNF debts totaling $797,211.00.

   Moved by John J. Kaczorowski and seconded by Sharon L. Hanson, the Finance Committee recommends that the Board of Managers approve the request.

   Chairman David P. Rutecki requested a year-to-date column be added starting January, 1999 to the patient accounts report.

IV. FINANCIAL PRESENTATION/ACCOUNTS RECEIVABLE REPORT

Results of F/S activity for the month October, 1998 were discussed in detail as outlined in the Finance Book.

V. ADJOURNMENT

Moved by *David P. Rutecki* and seconded by *Sharon L. Hanson* to adjourn the Finance Committee meeting at 1:20 p.m.

Action Item Summary
For Finance Committee of January, 1999

Scope of Service
To Be Provided:

Grant supports 1 FTE ECMC Hospital Social Worker to be on-site at Benedict House to provide counseling and referral to ECMC Chemical Dependency/Mental Health Services. Benedict residents are HIV+/MICA. Support is also provided for on-site psych assessments and treatment recommendations. This AIDS Institute grant is a collaboration with Benedict House and Horizon Services. The central purpose of this demonstration grant is to provide an opportunity to develop seamless supports for HIV+ clients with additional diagnoses (mental health/chemical dependency) particularly in a future managed care environment. The grant also provides administrative support.

Contracting Party: **AIDS Institute**

Length of Contract: **4/1/98 - 2/28/99 -**
also Continued Funding Application of $2,000 pending

Grant Amount: **$92,583**

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Action Item Summary
For Finance Committee of January, 1999

Scope of Service
To Be Provided:

Grant funds .5 FTE RN, .3 FTE Case Manager, .2 FTE Program Manager to provide HIV primary care visits in the home setting in the Southern Tier and a subcontract with Horizon Services in Niagara County for Infectious Disease Physician consults. Administrative, transportation, and equipment costs are provided as well. HIV patients in isolated rural counties have poor adherence with medication and health care visits. CD4 and viral loads will be tracked at the beginning of the new initiative and throughout the grant period as a measure of successful intervention. The physician support for this project is funded by Ryan White.

Contracting Party: **AIDS Institute**

Length of Contract: **4/1/98 - 3/31/99**
With additional funding for one year under review

Grant Amount: **$99,000**

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NEW BUSINESS

Action Items For January, 1999

Action Item #	*Pg. #*	*Contracting Party*	*Scope of Service*	*Term/Renewal*	*Contract Dollars*	*Relationship to Strategic Plan Intent/Goal*
1	3	AIDS Institute	Grant supported social worker will provide support to HIV+ clients with a mental health and/or chemical dependency diagnosis who are residents at Benedict House	4/1/98 - 2/28/99	$92,583 grant funding to ECMC	Grant awarded to ECMC in late 1998
2	4	AIDS Institute (subcontract - Horizons Services)	Grant funds to provide primary care HIV homecare services	4/1/98 - 3/31/99	$99,000 grant funding to ECMC	Grant awarded to ECMC in late 1998
3	5,6,7	Compaq	Digital Equipment Corporation (DEC) computer hardware and maintenance support (see back-up)	10/1/98 - 10/31/99 with two annual renewals	Hourly rate per supporting documentation	Support technical components of ECMC computer system
4	5,6,8	Wellington Enterprises	Provide consulting services related to voice, data and video communications	1/1/99 - 12/31/01 with one 3 year renewal plus termination clause	$87,360	
5	5,6,9	GTE	Cabling support	1/1/99 - 12/31/99 with two 1 year renewals	$104,000	
6	10	P&NP Computer Services	Long Term Care software for clinical documenting	1/1/99 - 12/31/99	Not to exceed $21,900	
7	11	John McFarland	Dental services at MJG	1/1/99 - 12/31/00	1999 - $26.64/hr 2000 - $28.34/hr	
8	12	WNY Kidney Center	Transfer Agreement	12/1/98 - 11/30/00	$0	Continuum of Care
9	13	Trocaire College	ECMC to provide clinical experience for students enrolled in Diagnostic Medical Sonography Program at Trocaire	10/98 – 9/30/00 with subsequent two year renewal 90 day termination	$0	
10	14	Villa Maria College	ECMC to provide clinical experience for students enrolled in Physical Therapy Assistant Program at Villa Maria	1/1/99-12/31/99 with subsequent one year renewal	$0	
11	15	Bad Debts	n/a	n/a	$318,465	N/a

Finance Committee of January, 1999

WHEREAS, ECMC has had an ongoing agreement with GTE to provide technical support and consulting in the areas of systems engineering for DEC equipment, telecommunications, and structured data cabling, and

WHEREAS, this agreement expired on October 31, 1998 for DEC services, and December 31, 1998 for telecommunications and cabling services, and

WHEREAS, a Request for Proposal was issued for evaluation of current market competitors, and

WHEREAS, we have reviewed New York State contract pricing, as well as proposals from RFP respondents, and

WHEREAS, we have been successful in reducing the overall cost of services by approximately $40,000 per year, while increasing the level and quality of services.

NOW THEREFORE BE IT RESOLVED, that the Board of Managers authorizes the Chief Executive Officer to enter into contracts for services outlined on Action Items 3, 4 and 5 with applicable supporting documentation

COST COMPARISON - CURRENT AND PROPOSED
IS Technical Support

CURRENT				
Vendor	**Service**	**Cost/Mo**	**Cost/Yr**	**Notes**
GTE Communications Corporation	Data Cable Technician	11,806	141,672	2064 data ports x $5.72/port
	DEC Systems Engineer	7,433	89,196	16 hrs/wk @ $100/hr + $3000/yr oncall + $100/hr emerg (4-hr min)
	Telecom Consultant/Manager*	6,562	78,744	3528 voice ports x $1.86/port (*half-timke)
	TOTALS	25,801	309,612	

PROPOSED				
Vendor	**Service**	**Cost/Mo**	**Cost/Yr**	**Notes**
GTE Communications Corp.	Data Communications Tech	8,667	104,000	flat charge, not based on ports
Compaq / DEC	DEC Systems Engineer	6,517	78,208	16 hrs/wk @ $94/hr + $110/hr after hours (scheduled) + $125/hr after hours (unscheduled) (4-hr min)
Wellington Enterprises	Telecom Consultant/Manager*	7,280	87,360	*full-time
	TOTALS	22,464	269,568	
PROPOSED SAVINGS		**$3,337**	**$40,044**	

Other benefits:

Telecommunications Consultant/Mgr full-time rather than part-time, allowing time for strategic planning to identify business opportunities.

Compaq/DEC offers back-up support, if required, from its national network of systems engineers.

ECMC retains people who are familiar with the environment, eliminating the hidden costs of training and increased downtime.

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Erie County Medical Center (ECMC) Healthcare Network

Professional Services
for

COMPAQ / DIGITAL EQUIPMENT ON-SITE SYSTEMS ENGINEER

Scope of Service:

Provide system support and maintenance for all ECMC's application software resident on Digital Equipment Corporation (DEC) hardware:

- Maintain and support the following ECMC DEC systems: laboratory, radiology, pharmacy, materials management, interface engine, and printer gateways.
- Maintain and upgrade DEC VAX/Alpha operation system software (VMS/Ultrix), network interfaces and communication interfaces as required.
- Function as technical consultant to ECMC as it pertains to DEC hardware or operating systems.
- Manage the installation, repair, and upgrade of DEC hardware as required.
- Maintain, install and upgrade DEC VAX/Alpha-based applications as required.
- Monitor the performance of VAX/Alpha hardware and system or application software.
- Organize and conduct training for less technical employees on routine procedures.
- Maintain and document system procedures. Maintain system performance records.
- Interface with 3rd party vendors to coordinate equipment maintenance, upgrades and problem resolution.

Contracting Party:

Compaq Customer Services – Custom Business Unit
4950 Genesee Street
Cheektowaga, New York 14225

Amt of Contract*:

Primary services: 8 hrs/day @ $94/ hour, 2 days/week, for one year $78.208
After-hours (scheduled): $110/hour
After-hours (unscheduled): $125/hour (min 4 hours per on-site call)
***On New York State Contract; prices are discounted 41%.**

Term:

One year, with two annual renewals

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Erie County Medical Center Healthcare Network

Professional Services
for

TELECOMMUNICATIONS CONSULTING & MANAGEMENT*

Scope of Service: Provide consulting/management services related to voice, data and video communication for all locations within the ECMC Healthcare Network, including ECMC, the Erie County Home, and all community-based outpatient facilities.

- Conduct needs analyses to evaluate requirements for telephones, voice mail, cell phones, pagers, video conferencing and telemedicine, as well as local and wide area network transmission;
- Provide voice, data and video telecommunications direction and support for all ECMC locations;
- Provide 7x24 on-call coverage for all major telecommunication system problems.
- Coordinate the implementation and administration of all local and wide area network transmission facilities;
- Provide the distribution, maintenance and cost chargeback of over 700 digital and alphanumeric pagers, cellular telephones and associated software applications;
- Review and monitor all telecommunicationjs vendor invoices. Conduct on-going evaluation of vendor contracts to ensure lowest pricing;
- Prepare cost chargebacks for all teleophonic services to cost centers;
- Conduct regular, periodic review of traffic and toll studies to improve operational efficiency and to make recommendations for reducing costs;
- Identify and implement business opportunities for telemedicine and video conferencing applications;
- Assist in the development and maintenance of the ECMC telephone directory;
- Perform on-going administration and training of the Meridian telephone and voice mail system;
- Work with departments to identify inappropriate use of County resources;
- Develop and implement a backup and disaster recovery plan

Contracting Party: Wellington Enterprises
404 Charlesgate Circle
East Amherst, New York 14051

Amount Of Contract: $87,360 per year for 3 years
(includes 7x24 on-call pager service)

Term: The agreement will have a three (3) year term with two three-year renewals.

*RFP issued to GTE and Wellington Enterprises. Public Notice was published *The Buffalo News* on November 28 and 29.

Erie County Medical Center (ECMC) Healthcare Network

Professional Services
for

DATA COMMUNICATIONS TECHNICIAN*

Scope of Service: Provide the services listed below to maintain ECMC's cable plant:

- Install and maintain the data communication cable system.
- Cross-connect node equipment to network equipment, label the connections, and maintain information in the cable database.
- Make custom cables/connectors as needed.
- Test/troubleshoot data connectivity when necessary.
- Resolve cable-related Help Desk issues.
- Install network-related hardware, including switches, hubs, transceivers, servers, UPS's, servers, etc.
- Participate in project time/cost estimates. Help with requirements for conduit and site surveys.
- Coordinate services (power, carpentry, etc.) needed for network projects from other ECMC departments such as Plant Operations.
- Install UTP copper and fiber optic cables.
- Maintain and troubleshoot asynchronous device connections for terminals, printers and time clocks.

Secondary services, as time permits, include the following desktop activities:

- Configure, install, maintain and repair personal computers and printers.
- Provide assistance to the ECMC Help Desk, as requested.

Contracting Party: GTE Communications Corporation
455 Commerce Drive, Suite 6
Amherst, NY 14228

Amount of Award: $104,000 per year
Price includes one full-time technician with backup for vacations & other time off.

Term One (1) year, with two one-year renewals.

*RFP issued to GTE, Alt Systems, Comtel, Digital Equipment Corporation, and Cabletek. A Public Notice was printed in the Legals/Classified Ad section of *The Buffalo News* on November 28 and November 29, 1998.

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12/30/98

Finance Committee, January 1999

WHEREAS, the Erie County Medical Center has identified a need to automate key components of the long-term care medical record, specifically the MDS 2.0 as defined within the Medicare prospective payment system, and

WHEREAS, the staff is currently using P&NP software at the ECMC SNF to gather data, and

WHERAS, the ECMC Board of Managers approved on January 10, 1996 the purchase of P&NP software for the ECMC SNF at a cost not to exceed $10,000, and

WHEREAS, this software package will be integrated with the Meditech system to properly collect all clinical documentation and pass data to Meditech for billing purposes, land will be evaluated for full integration during Phase II of the installation process, and

WHEREAS, this installation will standardize all long-term care documentation on the same system,

NOW, THEREFORE BE IT RESOLVED that the Board of Managers authorizes the Chief Executive Officer to amend the purchase agreement with P&NP Computer Services, Inc. for the above software and first year maintenance contract at an additional cost of $11,900. Bringing the total for both the ECMC SNF and the ECHI to a cost not6 to exceed $21,900 for the period January 1, 1999 – December 31, 1999.

Action Item Summary
For Finance Committee of January, 1999

Scope of Service: Registered Pharmacist at MJG remote pharmacy to cover vacation and sick time in addition to provide supplemental services approximately 8hrs/week. Continuation of services from conversion of MJG to ECMC from Erie County Health Department.

Contracting Party: John McFarland

Length of Contract: Renew current contract
One year, with one year renewal and 30 day cancellation

Cost: Annual Cost:

1999 - $26.64/hr @ estimated cost of $11,082 per year

2000 - $28.34/hr @ estimated cost of $11,789 per year

Action Item, January 1999

Scope:	Transfer agreement between ECMC and WNY Artificial Kidney Center to continue current protocols. Addresses types of transfer as well as patient service provisions.
Contracting Party:	WNY Artificial Kidney Center, Inc.
Contract Term:	12/1/98 – 11/30/2000
Amount:	$0
New or Renewal:	Renewal

Action Item Summary
For Finance Committee of January

Scope of Service to be Provided:	ECMC will provide a clinical experience for students enrolled in the Diagnostic Medical Sonography Program at Trocaire
Contracting Party:	Trocaire College
Term:	10/1/98 - 9/30/2000 With subsequent two year renewals
Contract Amount:	N/A
New Contract or Renewal:	Renewal

Actitem2

Action Item Summary
For Finance Committee of January

Scope of Service to be Provided:	ECMC will provide a clinical experience for students enrolled in the Physical Therapy Assistant Program at Villa Maria College
Contracting Party:	Villa Maria College
Term:	1/1/99 - 12/31/99 With subsequent one year renewals
Contract Amount:	N/A
New Contract or Renewal:	New

Actitem2

FINANCE COMMITTEE OF THE BOARD OF MANAGERS
January

ACCOUNTS RECEIVABLE BAD DEBT WRITE OFFS, December

Following is a report of patient accounts which have been determined non collectible. These accounts are being written off in accordance with the Accounts Receivable Write-Off Policy of the ECMC Healthcare Network, which states that individual accounts under $500 shall be determined "uncollectible" by ECMC's Outside Collection Agency; accounts over $500 shall be determined "uncollectible" by the County Attorney. A listing of individual accounts is on file in the office of the Financial Officer.

	MONTHLY		YTD	
ACCOUNTS UNDER $1,000	NUMBER OF ACCOUNTS	AMOUNT	NUMBER OF ACCOUNTS	AMOUNT
Inpatient	4	$2,410	4	$2,410
Outpatient	1,536	$216,663	1,536	$216,663
ACCOUNTS OVER $1,000				
Inpatient	24	$76,277	24	$76,277
Outpatient	5	$10,539	5	$10,539
ACCOUNTS OVER $10,000				
Inpatient	1	$12,576	1	$12,576
COMBINED TOTAL				
Inpatient	29	$91,263	29	$91,263
Outpatient	1,541	$227,202	1,541	$227,202
TOTAL	1,570	$318,465	1,570	$318,465

APPROVED:

Mark R. Zygaj

Mark R. Zygaj
Chief Financial Officer

FINANCIAL STATEMENTS

MEMORANDUM

To: **Finance Committee**
Board of Managers

From: **Mark R. Zygaj**
Chief Financial Officer

Date: **January 5, 1999**

Re: **November 1998 Financial Statement Activity**

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For the month of November 1998, discharges, though above budgeted levels were of lower intensity than expected. Inpatient activity combined with outpatient volume below budget, resulted in a loss of approximately $200,000. A summary of activity for November and the first eleven months of 1998 is as follows:

Monthly				Year To Date		
Actual	*Budget*	*Variance*	*$000*	*Actual*	*Budget*	*Variance*
$19,758	$21,351	$(1,593)	Operating Revenues	$235,817	$242,281	$(6,464)
$20,035	$22,054	$2,019	Operating Expenses	$235,285	$243,276	$7,991
$(277)	$(703)	$426	Operating Profit/<Loss>	$532	$(995)	$1,527
$(223)	$(660)	$437	Net Profit/<Loss>	$1,005	$(512)	$1,517

For the month we saw a continued impact on the bottom line due to our cardiac program. Cases were down by 9 which is significant due to the high associated case mix and related reimbursement. In addition, we had varied reductions in such high intensity cases as orthopedics, kidney services, burns and trachs. The reduction in these cases combined with the fact that exempt unit days were below budget offset any significant gain that we experienced from higher overall case levels. Outpatient revenues were unfavorable due to the continued trend of lower than budgeted visits, However, a significant variance was experienced due to the elimination of outpatient dialysis services which were included as part of the original budget. Conversly, expenses associated with this program have been eliminated for a net savings against the reduction in revenues. Finally, other revenues remain unfavorable from budget due to variances in the recognition of IGT revenues.

Operating expenses were a bit higher than a standard month due to the three holidays in November, however, overall expenses were in line with budget, as they have been for most of the year.

A complete and detailed review of 1998 activity, both revenues and expenses, will be provided upon completion of December operating results.

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In reviewing balance sheet activity, no significant gains were made in accounts receivable or the "due to" in November. As a result of the Thanksgiving holiday, we received most of our late November cash on December 2 which, although is key to helping us achieve our year end goals for cash receipts and accounts receivable, did not contribute to November's balances. Based on our position at year end we continue to project $31.7 million in our year end "due to" balances with a favorable reduction in accounts receivable.

FISCAL MONTHS ENDING
NOVEMBER 30, 1998

ERIE COUNTY MEDICAL CENTER
UTILIZATION STATISTICS

ECMC
INPATIENT

Monthly			Patient Service Statistics	YEAR TO DATE			1997	1996	1995
Actual	Budget	Variance		Actual	Budget	Variance	Annual Actual	Annual Actual	Annual Actual
			TOTAL INPATIENT ACUTE SUMMARY:						
1,013	980	33	Discharges	11,940	11,473	467	12,870	13,552	13,214
10,161	10,568	(407)	Patient Days:	109,166	122,220	(13,054)	130,899	145,955	158,958
9,429	9,900	(471)	ACUTE - Patient Days	103,546	114,790	(11,244)	122,344	134,365	141,406
732	668	64	ALC - Patient Days	5,620	7,430	(1,810)	8,555	11,590	17,552
10.03	10.78	(0.75)	Length of Stay-W/ALC	9.14	10.65	(1.51)	10.17	10.77	12.03
9.31	10.10	(0.79)	Length of Stay-WO/ALC	8.67	10.01	(1.34)	9.51	9.91	10.70
338.70	352.27	(13.57)	Avg Daily Census	326.84	365.93	(39.09)	358.63	398.78	435.50
550	550	0	Licensed Beds	550	550	0	550	550	550
61.58%	64.05%	-2.47%	% of Occupancy	59.43%	66.53%	-7.10%	65.21%	72.51%	79.18%
417	417	0	Open\Available Beds	417	417	0.00%			
81.22%	84.48%	-3.26%	% of Filled to Open\Available Beds	78.38%	87.75%	-9.37%			
			ACUTE: DRG						
747	687	60	Discharges - Total :	8,786	8,203	583	9,291	10,221	10,187
			Method of Pay Discharged Cases:						
252	232	20	Medicare	2,961	2,848	113	3,215	3,376	3,410
495	455	40	Non-Medicare-Sum	5,825	5,355	470	6,076	6,845	6,777
			Case Mix Intensity:						
1.4333	1.6486	(0.2153)	Medicare	1.5003	1.6504	(0.1501)	1.6551	1.6366	1.5819
1.9646	1.9883	(0.0237)	Non-Medicare-Sum	2.0616	1.9838	0.0778	2.0873	1.9314	1.9983
5,539	5,496	43	*Patient Days:*	57,719	65,624	(7,905)	70,587	82,552	94,074
5,038	5,044	(6)	ACUTE - Patient Days	54,257	60,592	(6,335)	64,514	74,050	81,305
501	452	49	ALC - Patient Days	3,462	5,032	(1,570)	6,073	8,502	12,769
7.41	8.00	(0.59)	Length of Stay-W/ALC	6.57	8.00	(1.43)	7.60	8.08	9.23
6.74	7.34	(0.60)	Length of Stay-WO/ALC	6.18	7.39	(1.21)	6.94	7.24	7.98
184.63	183.20	1.43	Avg Daily Census	172.81	196.48	(23.67)	193.39	225.55	257.74
355	355	0	Licensed Beds	355	355	0	355	358	358
52.01%	51.61%	0.40%	% of Occupancy	48.68%	55.35%	-6.67%	54.48%	63.00%	71.99%
224	224	0	Open\Available Beds	224	224	0			
82.42%	81.79%	0.63%	% of Filled to Open\Available Beds	77.15%	87.71%	-10.56%			

ERIE COUNTY MEDICAL CENTER
UTILIZATION STATISTICS

Monthly				YEAR TO DATE			1997	1996	1995
Actual	Budget	Variance	Patient Service Statistics	Actual	Budget	Variance	Annual Actual	Annual Actual	Annual Actual
			Rehab Medicine:						
29	27	2	Discharges	290	301	(11)	308	354	379
814	1,005	(191)	Patient Days:	10,611	11,206	(595)	12,287	13,494	13,477
804	968	(164)	ACUTE - Patient Days	10,181	10,795	(614)	11,757	12,627	12,625
10	37	(27)	ALC - Patient Days	430	411	19	530	867	852
28.07	37.22	(9.15)	Length of Stay-W/ALC	36.59	37.23	(0.64)	39.89	38.12	35.56
27.72	35.85	(8.13)	Length of Stay-WO/ALC	35.11	35.86	(0.75)	38.17	35.67	33.31
27.13	33.50	(6.37)	Avg Daily Census	31.77	33.55	(1.78)	33.66	36.97	36.92
40	40	0	Licensed Beds	40	40	0	40	40	40
67.83%	83.75%	-15.92%	% of Occupancy	79.43%	83.88%	-4.45%	84.15%	92.43%	92.30%
40	40	0	Open\Available Beds	40	40	0			
67.83%	83.75%	-15.92%	% of Filled to Open\Available Beds	79.43%	83.88%	-4.45%			
			Alco Rehabilitation:						
27	32	(5)	Discharges	258	362	(104)	321	322	316
490	496	(6)	Patient Days:	5,516	5,607	(91)	5,943	6,600	6,418
490	490	0	ACUTE - Patient Days	5,499	5,541	(42)	5,890	6,570	6,415
0	6	(6)	ALC - Patient Days	17	66	(49)	53	30	3
18.15	15.50	2.65	Length of Stay-W/ALC	21.38	15.49	5.89	18.51	20.50	20.31
18.15	15.31	2.84	Length of Stay-WO/ALC	21.31	15.31	6.00	18.35	20.40	20.30
16.33	16.53	(0.20)	Avg Daily Census	16.51	16.79	(0.28)	16.28	18.03	17.58
20	20	0	Licensed Beds	20	20	0	20	20	20
81.65%	82.65%	-1.00%	% of Occupancy	82.55%	83.95%	-1.40%	81.40%	90.15%	87.90%
18	18	0	Open\Available Beds	18	18	0			
90.72%	91.83%	-1.11%	% of Filled to Open\Available Beds	91.72%	93.28%	-1.56%			
			Psychiatry:						
210	234	(24)	Discharges	2,606	2,607	(1)	2,950	2,655	2,332
3,318	3,571	(253)	Patient Days:	35,320	39,783	(4,463)	42,082	43,309	44,989
3,097	3,398	(301)	ACUTE - Patient Days	33,609	37,862	(4,253)	40,183	41,118	41,061
221	173	48	ALC - Patient Days	1,711	1,921	(210)	1,899	2,191	3,928
15.80	15.26	0.54	Length of Stay-W/ALC	13.55	15.26	(1.71)	14.27	16.31	19.29
14.75	14.52	0.23	Length of Stay-WO/ALC	12.90	14.52	(1.62)	13.62	15.49	17.61
110.60	119.03	(8.43)	Avg Daily Census	105.75	119.11	(13.36)	115.29	118.33	123.26
135	135	0	Licensed Beds	135	135	0	135	132	132
81.93%	88.17%	-6.24%	% of Occupancy	78.33%	88.23%	-9.90%	85.40%	89.64%	93.38%
135	135	0	Open\Available Beds	135	135	0			
81.93%	88.17%	-6.24%	% of Filled to Open\Available Beds	78.33%	88.23%	-9.90%			

ERIE COUNTY MEDICAL CENTER
UTILIZATION STATISTICS

Monthly				YEAR TO DATE			1997	1996	1995
Actual	Budget	Variance	Patient Service Statistics	Actual	Budget	Variance	Annual Actual	Annual Actual	Annual Actual
			SKILLED NURSING FACILITY - SUMMARY						
4,646	4,668	(22)	Patient Days	50,988	51,973	(985)	50,899	43,861	43,734
154.87	155.60	(0.73)	Avg Daily Census	152.66	155.61	(2.95)	139.45	119.84	119.82
156.00	156.00	0.00	Licensed Beds	156.00	156.00	0.00	156.00	120.00	120.00
99.28%	99.74%	-0.46%	% of Occupancy	97.86%	99.75%	-1.89%	89.39%	99.87%	99.85%
			Skilled Nursing Facility - Other						
4,346	4,368	(22)	Patient Days	47,695	48,633	(938)	43,712	43,861	43,734
144.87	145.60	(0.73)	Avg Daily Census	142.80	145.61	(2.81)	119.76	119.84	119.82
146.00	146.00	0.00	Licensed Beds	146.00	146.00	0.00	120.00	120.00	120.00
1.2330	1.3200	(0.0870)	PRI Indicator	1.2330	1.3200	(0.0870)	1.2330	1.2710	1.2638
99.23%	99.73%	-0.50%	% of Occupancy	97.81%	99.73%	-1.92%	99.80%	99.87%	99.85%
			Skilled Nursing Facility - VENT BEDS						
300	300	0	Patient Days	3,293	3,340	(47)	3,016	43,861	43,734
10.00	10.00	0.00	Avg Daily Census	9.86	10.00	(0.14)	9.37	119.84	119.82
10.00	10.00	0.00	Licensed Beds	10.00	10.00	0.00	10.00	120.00	120.00
100.00%	100.00%	0.00%	% of Occupancy	98.60%	100.00%	-1.40%	93.70%	99.87%	99.85%

FISCAL MONTHS ENDING
NOVEMBER 30, 1998

ERIE COUNTY HOME
UTILIZATION STATISTICS

ECHI
INPATIENT

MONTH				YEAR TO DATE			1997	1996	1995
Actual	Budget	Variance	Patient Service Statistics	Actual	Budget	Variance	Annual Actual	Annual Actual	Annual Actual
			Skilled Nursing Facility - SUMMARY						
18,788	18,949	(161)	Patient Days	210,655	210,962	(307)	232,288	232,733	231,118
626.27	631.63	(5.36)	Avg Daily Census	630.70	631.62	(0.92)	636.41	637.62	633.20
638.00	638.00	0.00	Licensed Beds	638.00	638.00	0.00	638.00	638.00	638.00
98.16%	99.00%	-0.84%	% of Occupancy	98.86%	99.00%	-0.14%	99.75%	99.94%	99.25%

ERIE COUNTY HEALTH SYSTEM
CONSOLIDATED BALANCE SHEET

	30-Nov-98	31-Oct-98	31-Dec-97	CHANGE MONTH TO PRIOR	CHANGE MONTH TO L.F.Y.
ASSETS					
CASH	$1,975	$1,975	$1,975	$0	$0
CASH - TRUST	742,101	739,332	750,859	2,769	(8,758)
ACCOUNTS RECEIVABLE:					
PATIENT	47,570,601	46,627,999	41,537,461	942,602	6,033,140
DUE FROM THIRD PARTY	12,654,683	11,669,832	15,315,764	984,851	(2,661,081)
OTHER	25,329,974	22,508,613	6,772,300	2,821,361	18,557,674
PREPAID & OTHER DEFERRED	264,186	348,911	604,133	(84,725)	(339,947)
INVENTORY	3,773,580	3,781,762	3,188,947	(8,182)	584,633
TOTAL CURRENT ASSETS	90,337,100	85,678,424	68,171,439	4,658,676	22,165,661
LAND & IMPROVEMENTS	3,321,894	3,321,894	3,321,894	0	0
PLANT & EQUIPMENT	274,933,981	272,382,660	266,534,465	2,551,321	8,399,516
SUB-TOTAL	278,255,875	275,704,554	269,856,359	2,551,321	8,399,516
ACCUMULATED DEPRECIATION	(191,109,338)	(190,244,903)	(182,089,401)	(864,435)	(9,019,937)
NET P.P. & E.	87,146,537	85,459,651	87,766,958	1,686,886	(620,421)
INVESTMENT	250,000	250,000	250,000	0	0
DEFERRED EXPENSES	124,141	130,740	203,353	(6,599)	(79,212)
CAPITAL CASH	7,022,506	7,357,031	10,000,166	(334,525)	(2,977,660)
TOTAL OTHER ASSET	7,396,647	7,737,771	10,453,519	(341,124)	(3,056,872)
TOTAL ASSETS	$184,880,284	$178,875,846	$166,391,916	$6,004,438	$18,488,368
LIABILITIES & FUND BALANCE					
ACCOUNTS PAYABLE	17,496,205	18,232,153	15,448,027	(735,948)	2,048,178
ACCRUED EXPENSES	24,023,716	20,531,593	9,418,090	3,492,123	14,605,626
CUSTODIAL - PATIENT	742,101	739,332	750,859	2,769	(8,758)
REVENUE ANTICIPATION NOTES PAYA	32,607,218	31,604,951	30,700,479	1,002,267	1,906,739
CURRENT L/T DEBT:	0	0	0		
SERIAL BONDS	8,131,962	8,131,962	8,261,238	0	(129,276)
PENSION	46,210	46,210	0	0	46,210
MALPRACTICE	2,098,127	2,108,864	2,108,864	(10,737)	(10,737)
CAPITAL LEASES, LOANS & DEFERRE	5,041,888	5,118,195	885,419	(76,307)	4,156,469
TOTAL CURRENT LIABILITIES	90,187,427	86,513,260	67,572,976	3,674,167	22,614,451
SERIAL BONDS	32,855,550	30,037,808	38,167,371	2,817,742	(5,311,821)
REVENUE ANTICIPATION NOTES PAYA	9,267,421	9,267,421	9,267,421	0	0
PENSION & OTHER FRINGE BENEFITS	14,848,523	14,850,584	12,518,415	(2,061)	2,330,108
MALPRACTICE & OTHER CONTINGENC	8,259,241	8,459,241	9,814,824	(200,000)	(1,555,583)
CAPITAL LEASES, LOANS & DEFERRE	1,314,417	1,376,719	1,937,832	(62,302)	(623,415)
TOTAL L/T LIABILITIES	66,545,152	63,991,773	71,705,863	2,553,379	(5,160,711)
TOTAL FUND BALANCE	28,147,705	28,370,813	27,113,077	(223,108)	1,034,628
TOTAL LIABILITIES & FUND BALANCE	$184,880,284	$178,875,846	$166,391,916	$6,004,438	$18,488,368

ERIE COUNTY HEALTH SYSTEMS
CONSOLIDATED - STATEMENT OF CHANGES IN FUND BALANCE

	Contributed Capital	Retained Earnings	TOTAL Fund Balance
Fund Balance as of December 31, 1997	$ 25,089,280	$ 2,023,799	$ 27,113,079
Transfer of Restricted Investment Earnings			0
Net Income (Loss)		1,004,685	1,004,685
Capital Donation From Volunteer Board	15,255		15,255
Capital Reimbursement - HIS Grant	14,686		14,686
Fund Balance - Current Period	$ 25,119,221	$3,028,484	$28,147,705

FISCAL MONTHS ENDING
NOVEMBER 30, 1998

ERIE COUNTY HEALTH SYSTEM
CONSOLIDATED OPERATING STATEMENT

CONSOLIDATED SUMMARY

	CURRENT MONTH				YEAR TO DATE			
	Actual	Budget	Favorable (UnFavorable) Variance	1997	Actual	Budget	Favorable (UnFavorable) Variance	1997
NET PATIENT SERVICE REVENUE:								
Inpatient	$8,055,222	$7,869,558	$185,664	$8,084,458	$92,251,401	$92,829,239	($577,838)	$95,879,511
Outpatient	1,656,558	2,498,877	(842,319)	2,030,814	23,880,286	27,820,829	(3,940,543)	25,707,824
Skilled Nursing Facility	3,303,162	3,347,338	(44,176)	3,190,135	38,126,652	37,267,446	859,206	36,214,202
Total Patient Service Revenues	13,014,942	13,715,773	(700,831)	13,305,407	154,258,339	157,917,514	(3,659,175)	157,801,537
Other Operating Revenue	5,274,505	6,166,719	(892,214)	5,605,861	65,407,651	68,211,988	(2,804,337)	61,963,117
Total Operating Revenues	18,289,447	19,882,492	(1,593,045)	18,911,268	219,665,990	226,129,502	(6,463,512)	219,764,654
OPERATING EXPENSES:								
Salaries & Fringe Benefits	10,030,868	10,577,912	547,044	9,198,499	113,107,750	115,554,623	2,446,873	111,643,051
Contractual Services & Fees	1,484,603	1,544,849	60,246	1,504,405	16,133,843	16,993,333	859,490	16,065,536
Physician Contracts	1,483,616	1,399,698	(83,918)	1,432,756	15,674,434	15,576,258	(98,176)	14,747,515
Physician Interns & Residents	444,589	497,691	53,102	483,415	5,211,007	5,633,646	422,639	5,472,038
Supplies	1,893,183	1,899,510	6,327	1,662,718	22,307,338	21,133,311	(1,174,027)	21,604,413
Utilities & Telephone	406,698	528,622	121,924	640,196	6,074,917	6,695,486	620,569	6,509,950
RAN Operating Interest	140,664	125,425	(15,239)	149,047	1,512,025	1,396,394	(115,631)	1,471,990
Other Operating Expenses	194,455	527,295	332,840	512,650	5,208,191	5,800,221	592,030	5,754,071
SUBTOTAL NONCAPITAL EXPENSES	16,078,676	17,101,002	1,022,326	15,583,686	185,229,505	188,783,272	3,553,767	183,268,564
CAPITAL EXPENSES:								
Interest	252,115	251,342	(773)	239,219	2,350,365	2,768,077	417,712	2,601,824
Depreciation	864,435	952,199	87,764	908,160	9,020,844	10,474,192	1,453,348	9,734,332
Total Capital Expenses	1,116,550	1,203,541	86,991	1,147,379	11,371,209	13,242,269	$1,871,060	12,336,156
Total Operating Expenses	17,195,226	18,304,543	1,109,317	16,731,065	196,600,714	202,025,541	$5,424,827	195,604,720
IGT Transfer Out - (90%)	2,839,465	3,750,000	910,535	3,372,577	38,683,856	41,250,000	2,566,144	37,098,345
TOTAL EXPENSES	20,034,691	22,054,543	2,019,852	20,103,642	235,284,570	243,275,541	7,990,971	232,703,065
Income (Loss) Before County Contribution	(1,745,244)	(2,172,051)	426,807	(1,192,374)	(15,618,580)	(17,146,039)	1,527,459	(12,938,411)
INDIGENT CARE CONTRIBUTION:								
Gross Operating Contribution	1,532,280	1,532,280	0	1,111,977	16,855,081	16,855,081	0	12,245,488
SLIPA Transfer Out	(64,005)	(64,005)	0	(64,005)	(704,055)	(704,055)	0	(704,055)
Net County Operating Contribution	1,468,275	1,468,275	0	1,047,972	16,151,026	16,151,026	0	11,541,433
Gain From Operations	(276,969)	(703,776)	426,807	(144,402)	532,446	(995,013)	1,527,459	(1,396,978)
NONOPERATING REVENUE:								
Investment Earnings	53,861	43,486	10,375	30,137	472,239	482,838	(10,599)	451,522
Net Income (Loss)	($223,108)	($660,290)	437,182	($114,265)	$1,004,685	($512,175)	$ 1,516,860	($945,456)

ERIE COUNTY HEALTH SYSTEM
CONSOLIDATED OPERATING EXPENSES
FOR THE FISCAL MONTHS ENDING

	ECMC				ECHI				TOTAL			
	Actual	Budget	Favorable (UnFavorable) Variance	1997	Actual	Budget	Favorable (UnFavorable) Variance	1997	Actual	Budget	Favorable (UnFavorable) Variance	1997
OPERATING EXPENSES:												
Salaries & Fringe Benefits	90,126,119	91,820,881	1,694,762	89,108,576	22,981,631	23,733,742	752,111	22,534,475	113,107,750	115,554,623	2,446,873	111,643,051
Contractual Services & Fees	11,786,289	12,648,333	862,044	11,814,786	4,347,554	4,345,000	(2,554)	4,250,750	16,133,843	16,993,333	859,490	16,065,536
Physician Contracts	15,373,315	15,276,344	(96,971)	14,447,268	301,119	299,914	(1,205)	300,247	15,674,434	15,576,258	(98,176)	14,747,515
Physician Interns & Residents	5,211,007	5,633,646	422,639	5,472,038	0	0	0	0	5,211,007	5,633,646	422,639	5,472,038
Supplies	21,071,383	19,869,683	(1,201,700)	20,360,515	1,235,955	1,263,628	27,673	1,243,898	22,307,338	21,133,311	(1,174,027)	21,604,413
Utilities & Telephone	4,868,953	5,494,369	625,416	5,121,989	1,205,964	1,201,117	(4,847)	1,387,961	6,074,917	6,695,486	620,569	6,509,950
RAN Operating Interest	1,453,392	1,262,794	(190,598)	1,283,427	58,633	133,600	74,967	188,563	1,512,025	1,396,394	(115,631)	1,471,990
Other Operating Expenses	3,831,238	4,126,086	294,848	3,898,400	1,376,953	1,674,135	297,182	1,855,671	5,208,191	5,800,221	592,030	5,754,071
Total Operating Expenses	153,721,696	156,132,136	2,410,440	151,506,999	31,507,809	32,651,136	1,143,327	31,761,565	185,229,505	188,783,272	3,553,767	183,268,564
CAPITAL EXPENSES:												
Interest	2,071,670	2,491,726	420,056	2,317,126	278,695	276,351	(2,344)	284,698	2,350,365	2,768,077	417,712	2,601,824
Depreciation	7,904,044	9,662,942	1,758,898	8,923,643	1,116,800	811,250	(305,550)	810,689	9,020,844	10,474,192	1,453,348	9,734,332
Total Capital Expenses	9,975,714	12,154,668	2,178,954	11,240,769	1,395,495	1,087,601	(307,894)	1,095,387	11,371,209	13,242,269	1,871,060	12,336,156
TOTAL OPERATING EXPENSES	163,697,410	168,286,804	4,589,394	162,747,768	32,903,304	33,738,737	835,433	32,856,952	196,600,714	202,025,541	5,424,827	195,604,720
IGT Transfer Out - (90%)	9,783,421	13,200,000	3,416,579	8,933,389	28,900,435	28,050,000	(850,435)	28,164,956	38,683,856	41,250,000	2,566,144	37,098,345
TOTAL EXPENSES	173,480,831	181,486,804	8,005,973	171,681,157	61,803,739	61,788,737	(15,002)	61,021,908	235,284,570	243,275,541	7,990,971	232,703,065

FISCAL YEAR ENDING
DECEMBER 31, 1998

ERIE COUNTY HEALTH SYSTEMS

CONSOLIDATED
SUMMARY CASHFLOW
PROJECTION

Description	31 Jan-98	28 Feb-98	31 Mar-98	30 Apr-98	31 May-98	30 Jun-98	31 Jul-98	31 Aug-98	30 Sep-98	31 Oct-98	30 Nov-98	31 Dec-98	365 Totals
						CASH SUMMARY							
Due to Erie County	(39,967,900)												
RECEIPTS:													
Patient Collections	14,056,795	12,911,097	15,123,481	15,441,541	13,560,102	13,000,142	16,276,385	12,859,314	12,252,376	14,806,396	11,835,642	18,177,016	170,300,287
Due From Third Parties	2,029,312	(854,605)	(728,035)	(108,592)	(291,999)	382,126	(881,371)	5,606,479	25,113,140	(353,238)	(526,936)	24,197,064	53,583,345
Other Receipts	2,236,750	2,991,138	2,821,628	3,637,335	2,762,208	5,137,302	4,894,686	3,006,964	5,378,004	4,246,531	3,356,460	5,757,709	46,226,715
Total Cash Receipts	18,322,857	15,047,630	17,217,074	18,970,284	16,030,311	18,519,570	20,289,700	21,472,757	42,743,520	18,699,689	14,665,166	48,131,789	270,110,347
DISBURSEMENTS:													
Salary	7,759,371	7,631,495	7,667,396	7,696,739	11,076,432	7,685,977	7,657,497	7,453,612	7,626,108	11,445,358	7,871,724	7,710,492	99,282,201
Fringe Benefits	1,602,737	1,599,997	1,654,768	1,740,980	2,177,265	2,204,916	1,701,463	1,737,971	2,268,117	2,182,274	1,646,849	4,650,275	25,167,612
Malpractice STL	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Operating	6,794,190	6,915,418	6,791,587	7,225,831	8,364,708	7,385,587	7,006,694	7,186,087	30,893,217	6,795,793	5,987,492	25,517,787	126,864,391
Capital	485,433	5,517,996	1,201,135	33,197	687,345	945,427	100,631	1,140,882	135,859	40,374	161,368	78,951	10,528,598
Total Cash Disbursements	16,641,731	21,664,906	17,314,886	16,696,747	22,305,750	18,221,907	16,466,285	17,518,552	40,923,301	20,463,799	15,667,433	37,957,505	261,842,802
Monthly CashFlow	1,681,126	(6,617,276)	(97,812)	2,273,537	(6,275,439)	297,663	3,823,415	3,954,205	1,820,219	(1,764,110)	(1,002,267)	10,174,284	8,267,545
Cumulative Cash Position	(38,286,774)	(44,904,050)	(45,001,862)	(42,728,325)	(49,003,764)	(48,706,101)	(44,882,686)	(40,928,481)	(39,108,262)	(40,872,372)	(41,874,639)	(31,700,355)	
												(31,700,355)	

CASH POSITION @ DECEMBER 31, 1997 =	(39,967,900)
Y.T.D. NET CASHFLOW for F.Y.E. DECEMBER 31, 1998 =	8,267,545
PROJECTED CASH POSITION @ DECEMBER 31, 1998 =	(31,700,355)

ACCOUNTS RECEIVABLE

MEMORANDUM

To: **Finance Committee**
Board of Managers

From: **Mark R. Zygaj**
Chief Financial Officer

Paul Warda
Director of Finance

Date: **January 5, 1999**

Re: **November 1998 Accounts Receivable activity**

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During the last several months, the patient accounting team has been focusing on several specific issues relating to cash collection and accounts receivable reduction. As noted in previous reports, besides ongoing general accounts receivable follow-up, focus has been on eliminating backlogs due to IS and regulatory issues, vent bed rate resolution and delays due to medicaid pending approvals. We have had preliminary discussions with DSS to move pending medicaid cases along the system faster and expect continued progress in this area through ongoing cooperation. Our efforts to resolve the aforementioned issues over the last several months have paid off though the majority of impact will be reflected in December rather than November. Although we did see a reduction of ECMC's receivable in November, it was offset by an increase in the ECH's receivable for that same time period. Cash flows in late November were weak due to the Thanksgiving holiday, however, cash inflows were strong during the first week in December to compensate. As a result of strong efforts put forth by the patient accounting team, we are looking to meet our overall year end cash flow goals which will translate into significant reductions in accounts receivable.

ERIE COUNTY MEDICAL CENTER
ACCOUNTS RECEIVABLE
COMPARISION

	AS OF 12/31/97	AS OF 11/30/98	AS OF 10/31/98	AS OF 09/30/98	AS OF 08/31/98	AS OF 07/31/98	AS OF 06/30/98
INHOUSE	$7,351,662	$7,826,715	$6,966,664	$6,549,435	$6,169,069	$5,989,882	$6,506,777
DNFB	$2,936,173	$3,829,819	$2,302,895	$2,638,259	$4,290,623	$2,495,590	$2,114,925
BILLED	$22,917,250	$19,012,082	$21,639,235	$23,482,999	$21,547,414	$21,976,001	$21,928,930
INPATIENT	$33,205,085	$30,668,616	$30,908,794	$32,670,693	$32,007,106	$30,461,473	$30,550,632
OUTPATIENT	$9,896,750	$9,203,989	$9,942,038	$10,077,547	$10,429,867	$10,659,700	$11,407,167
SNF	$4,301,583	$6,347,188	$6,562,693	$7,019,583	$6,833,311	$6,954,736	$6,614,134
TOTAL GROSS A/R	$47,403,418	$46,219,793	$47,413,525	$49,767,823	$49,270,284	$48,075,909	$48,571,933
COLLECTORS	$16,459,515	$18,641,088	$18,836,554	$18,711,757	$18,511,520	$18,179,035	$17,661,163
PIP	($2,524,065)	($3,243,395)	($4,011,659)	($5,294,442)	($3,693,013)	($3,422,759)	($3,972,324)
UNPOSTED CASH	($1,587,554)	($909,653)	($1,299,591)	($1,562,251)	($1,019,329)	($1,527,604)	($384,137)
ADVANCES	($356,200)	($283,500)	($283,500)	($283,500)	($283,500)	($283,500)	($283,500)
ADJUSTED GROSS A/R	$59,395,114	$60,424,333	$60,655,329	$61,339,387	$62,785,962	$61,021,081	$61,593,135
RESERVES CONT. ALLOW.	($5,401,138)	$3,249,326	$2,937,223	$1,486,058	($436,886)	($1,302,558)	($997,548)
RESERVES BAD DEBTS	($18,199,855)	($26,139,332)	($25,786,151)	($24,808,456)	($24,476,816)	($23,640,868)	($22,928,000)
TOTAL ALLOW/BD	($23,600,993)	($22,890,006)	($22,848,928)	($23,322,398)	($24,913,702)	($24,943,426)	($23,925,548)
TOTAL NET A/R	$35,794,121	$37,534,327	$37,806,401	$38,016,989	$37,872,260	$36,077,655	$37,667,587
CONTRACTUAL ALLOW %	-11.39%	7.03%	6.19%	2.99%	-0.89%	-2.71%	-2.05%
BAD DEBT %	-28.50%	-40.30%	-38.92%	-36.23%	-36.11%	-35.68%	-34.62%
TOTAL ALLOW/BAD DEBT %	-36.96%	-35.29%	-34.49%	-34.06%	-36.76%	-37.65%	-36.12%
GROSS DAYS IN A/R	91.8	87.7	88.6	92.0	90.1	88.2	90.7
NET DAYS IN A/R	85.9	97.9	99.4	99.4	98.6	94.7	99.8

ERIE COUNTY MEDICAL CENTER
ACCOUNTS RECEIVABLE
RECAP

	AS OF 12/31/97	AS OF 11/30/98	AS OF 10/31/98	AS OF 09/30/98	AS OF 08/31/98	AS OF 07/31/98	AS OF 06/30/98	AS OF 05/31/98
INHOUSE	$6,354,616	$6,990,176	$6,061,071	$5,681,800	$5,199,402	$4,880,329	$5,530,731	$5,022,664
CURRENT	$12,194,497	$12,127,979	$11,695,023	$12,972,921	$13,694,941	$12,284,784	$12,047,355	$14,075,946
OVER 60	$5,012,167	$4,183,993	$5,066,974	$5,378,191	$4,679,889	$4,581,905	$3,961,327	$4,626,796
OVER 120	$3,027,036	$2,588,383	$3,028,941	$2,616,278	$2,246,962	$2,508,241	$2,893,654	$3,042,206
OVER 180	$5,558,388	$4,778,085	$5,056,785	$6,021,503	$6,185,912	$6,206,214	$6,117,565	$6,006,813
INPATIENT TOTAL	$32,146,704	$30,668,616	$30,908,794	$32,670,693	$32,007,106	$30,461,473	$30,550,632	$32,774,425
INHOUSE	$0	$0	$0	$0	$0	$0	$0	$0
CURRENT	$6,574,630	$6,274,140	$7,092,239	$7,136,380	$7,208,278	$7,551,677	$7,999,796	$7,915,680
OVER 60	$2,055,287	$2,006,047	$1,817,812	$1,633,303	$1,796,537	$1,806,245	$1,864,580	$1,802,456
OVER 120	$1,091,959	$743,172	$856,460	$891,582	$864,551	$827,016	$816,468	$850,636
OVER 180	$174,873	$180,630	$175,527	$416,282	$560,501	$474,762	$726,323	$531,981
OUTPATIENT TOTAL	$9,896,749	$9,203,989	$9,942,038	$10,077,547	$10,429,867	$10,659,700	$11,407,167	$11,100,753
INHOUSE	$997,046	$836,539	$905,593	$867,635	$969,667	$1,109,553	$976,046	$968,635
CURRENT	$905,505	$1,208,038	$1,111,396	$1,322,126	$1,055,082	$894,875	$1,087,515	$968,116
OVER 60	$1,407,672	$941,336	$1,002,116	$949,575	$947,776	$996,088	$931,996	$1,345,259
OVER 120	$628,130	$658,164	$710,837	$808,916	$844,572	$831,776	$719,075	$549,144
OVER 180	$1,421,612	$2,703,111	$2,833,201	$3,071,331	$3,016,214	$3,122,444	$2,899,502	$2,763,543
SNF TOTAL	$5,359,965	$6,347,188	$6,563,143	$7,019,583	$6,833,311	$6,954,736	$6,614,134	$6,594,697
INHOUSE	$7,351,662	$7,826,715	$6,966,664	$6,549,435	$6,169,069	$5,989,882	$6,506,777	$5,991,299
CURRENT	$19,674,632	$19,610,157	$19,898,658	$21,431,427	$21,958,301	$20,731,336	$21,134,666	$22,959,742
OVER 60	$8,475,126	$7,131,376	$7,886,902	$7,961,069	$7,424,202	$7,384,238	$6,757,903	$7,774,511
OVER 120	$4,747,125	$3,989,719	$4,596,238	$4,316,776	$3,956,085	$4,167,033	$4,429,197	$4,441,986
OVER 180	$7,154,873	$7,661,826	$8,065,513	$9,509,116	$9,762,627	$9,803,420	$9,743,390	$9,302,337
TOTAL GROSS A/R	$47,403,418	$46,219,793	$47,413,975	$49,767,823	$49,270,284	$48,075,909	$48,571,933	$50,469,875

ERIE COUNTY MEDICAL CENTER
ACCOUNTS RECEIVABLE
ANALYSIS

MONTH	BEGINNING GROSS A/R	GROSS REVENUE	CASH POSTED	CONTRACTUAL ALLOWANCES	TRANSFERS TO COLLECTORS	MONTH END GROSS A/R	BAD DEBT WRITE-OFFS
NOVEMBER 1996	$48,226,218	$14,921,289	($12,964,492)	($2,563,857)	($757,746)	$46,861,412	($853,402)
DECEMBER 1996	$46,861,412	$15,302,073	($12,048,173)	($1,632,703)	($924,863)	$47,557,746	($803,588)
JANUARY 1997	$47,557,746	$15,595,770	($11,892,962)	($2,633,176)	($653,022)	$47,974,356	($843,914)
FEBRUARY 1997	$47,974,356	$14,097,848	($11,915,264)	($3,106,320)	($732,019)	$46,318,601	($164,236)
MARCH 1997	$46,318,601	$15,505,944	($11,172,087)	($3,609,339)	($805,020)	$46,238,099	($525,623)
APRIL 1997	$46,238,099	$15,395,633	($9,880,001)	($2,781,007)	($867,563)	$48,105,161	($811,692)
MAY 1997	$48,105,161	$16,122,625	($13,792,991)	($3,140,175)	($796,015)	$46,498,605	($359,382)
JUNE 1997	$46,498,605	$16,178,034	($9,693,709)	($2,439,057)	($693,564)	$49,850,309	($510,535)
JULY 1997	$49,850,309	$15,521,455	($11,508,336)	($3,462,295)	($843,685)	$49,557,448	($411,609)
AUGUST 1997	$49,557,448	$16,240,519	($13,128,488)	($5,258,569)	($643,318)	$46,767,592	($307,364)
SEPTEMBER 1997	$46,767,592	$17,015,750	($10,608,259)	($4,031,490)	($665,365)	$48,478,228	($360,558)
OCTOBER 1997	$48,478,228	$17,381,802	($11,538,141)	($4,752,240)	($839,311)	$48,730,338	($576,511)
NOVEMBER 1997	$48,730,338	$13,708,220	($8,728,692)	($2,810,391)	($561,236)	$50,338,239	($363,914)
DECEMBER 1997	$50,338,239	$15,620,685	($13,924,514)	($3,899,592)	($731,400)	$47,403,418	($1,262,668)
JANUARY 1998	$ 47,403,418	$ 15,291,711	$ (10,740,216)	$ (3,427,168)	$ (472,853)	$ 48,054,892	$ (433,516)
FEBRUARY 1998	$ 48,054,892	$ 14,462,226	$ (9,676,429)	$ (2,275,876)	$ (462,968)	$ 50,101,845	$ (320,681)
MARCH 1998	$ 50,101,845	$ 17,115,820	$ (11,426,653)	$ (4,628,664)	$ (820,888)	$ 50,341,460	$ (445,504)
APRIL 1998	$ 50,341,460	$ 17,469,524	$ (11,630,153)	$ (3,715,219)	$ (581,407)	$ 51,884,205	$ (551,980)
MAY 1998	$ 51,884,205	$ 16,031,353	$ (12,768,613)	$ (3,899,505)	$ (778,565)	$ 50,468,875	$ (367,842)
JUNE 1998	$ 50,469,875	$ 16,561,922	$ (12,269,427)	$ (5,280,931)	$ (909,506)	$ 48,571,933	$ (421,508)
JULY 1998	$ 48,571,933	$ 16,963,700	$ (11,639,275)	$ (4,895,224)	$ (925,225)	$ 48,075,909	$ (325,243)
AUGUST 1998	$ 48,075,909	$ 16,490,090	$ (10,572,228)	$ (3,887,853)	$ (835,634)	$ 49,270,284	$ (411,069)
SEPTEMBER 1998	$ 49,270,284	$ 15,528,075	$ (8,780,222)	$ (5,443,465)	$ (806,849)	$ 49,767,823	$ (10,799)
OCTOBER 1998	$ 49,767,823	$ 16,940,822	$ (12,738,609)	$ (5,744,401)	$ (812,110)	$ 47,413,525	$ (298,171)
NOVEMBER 1998	$ 47,413,525	$ 13,997,698	$ (10,508,882)	$ (4,138,353)	$ (544,195)	$ 46,219,793	$ (605,951)

ERIE COUNTY MEDICAL CENTER
AGING SUMMARY
GROSS ACCOUNTS RECEIVABLE

	INHOUSE	CURRENT	OVER 60	OVER 120	OVER 180	TOTAL A/R	A/R AS OF 10/31/98	VARIANCE INC/(DEC)
TOTAL								
MEDICARE	$4,044,024	$4,710,586	$736,921	$280,261	$889,800	$10,661,592	$10,032,295	$629,297
MEDICAID	$1,761,822	$4,469,450	$1,872,723	$869,318	$2,856,821	$11,830,134	$12,230,638	($400,504)
MEDICAID PENDINGS	$197,550	$1,334,623	$752,711	$461,397	$844,774	$3,591,055	$4,027,485	($436,430)
NEW YORK STATE AGENCIES	$29,794	$197,414	$181,235	$28,786	$23,950	$461,179	$412,654	$48,525
BLUE CROSS	$222,387	$1,251,720	$422,756	$375,256	$381,499	$2,653,618	$2,730,606	($76,988)
HMO	$328,408	$1,406,926	$395,869	$173,890	$144,814	$2,449,907	$2,974,297	($524,390)
COMMERCIAL/VA	$55,197	$1,098,056	$345,975	$340,427	$481,772	$2,321,427	$2,485,166	($163,739)
COMPENSATION/NO FAULT	$711,967	$2,699,028	$715,734	$478,493	$644,843	$5,250,065	$5,516,686	($266,621)
ERIE COUNTY PRISONERS	$41,151	$90,202	$15,744	$650	$2,058	$149,805	$105,433	$44,372
ERIE COUNTY HEALTH DEPT.	$0	$72,988	$34,302	$22,437	($110,900)	$18,827	$15,276	$3,551
HILL BURTON	$0	$97,373	$17,841	$2,871	$11,049	$129,134	$162,434	($33,300)
SELF PAY	$434,415	$1,520,504	$1,390,012	$869,573	$1,905,708	$6,120,212	$6,082,468	$37,744
OTHER FACILITY ACCOUNTS	$0	$661,287	$249,553	$86,360	($414,362)	$582,838	$638,087	($55,249)
TOTAL A/R	$7,826,715	$19,610,157	$7,131,376	$3,989,719	$7,661,826	$46,219,793	$47,413,525	($1,193,732)
TOTAL %	16.9%	42.4%	15.4%	8.6%	16.6%	100.0%		
PREVIOUS MONTH A/R	$6,966,664	$19,898,658	$7,886,902	$4,595,788	$8,065,513	$47,413,525		
INCREASE/(DEC) OVER PREVIOUS MONTH	$860,051	($288,501)	($755,526)	($606,069)	($403,687)	($1,193,732)		
A/R AS OF 12/31/97	$7,351,662	$19,674,632	$8,475,126	$4,747,125	$7,154,873	$47,403,418		
INCREASE/(DEC) OVER 12/31/97	$475,053	($64,475)	($1,343,750)	($757,406)	$506,953	($1,183,625)		