

**Executive Facts**  
**Sunny Day Hospice**  
**Period: YTD December**



	Hospice Segment	IP Unit Segment	Palliative Segment	Organization Total	Org NPR%	MVI Model Org NPR%	Net Patient Revenue% (NPR%)			Patient-Day Amounts			
							Hospice	IP Unit	Palliative	Hospice	IP Unit	Palliative	
ADC	110	19	14	142									
Breakeven ADC	90	3	0										
Net Revenue	4,651,901	4,906,353	890,484	10,448,739	100%	100%	100%	100%	100%	116.30	700.91	178.10	
Direct Labor	1,945,537	3,352,324	796,359	6,094,220	58%	38%	41.8%	68.3%	89.4%	48.64	478.90	159.27	
Patient-Related	1,226,076	685,028	176,045	2,087,149	20%	18%	26.4%	14.0%	19.8%	30.65	97.86	35.21	
<b>Total</b>	<b>3,171,614</b>	<b>4,037,352</b>	<b>972,403</b>	<b>8,181,369</b>	<b>78%</b>	<b>56%</b>	<b>68.2%</b>	<b>82.3%</b>	<b>109.2%</b>	<b>79.29</b>	<b>576.76</b>	<b>194.48</b>	
Contribution Margin	1,480,288	869,002	(81,919)	2,267,370	22%	44%	31.8%	17.7%	-9.2%	37.01	124.14	(16.38)	
Indirect Expenses	1,267,364	132,736	122,150	1,522,249	15%	30%	27.2%	2.7%	13.7%	31.68	18.96	24.43	
Net Operational Income	212,924	736,266	(204,069)	745,121	7%	14%	4.6%	15.0%	-22.9%	5.32	105.18	(40.81)	
Development Income				358,912	3%		<b>Cost Per Visit</b>			<b>Average Visit Duration</b>			
Development Expenses Net				(133,297)	-1%		<b>Discipline</b>	<b>Hospice</b>	<b>IP Unit</b>	<b>Palliative</b>	<b>Hospice</b>	<b>IP Unit</b>	<b>Palliative</b>
Other Programs (Net)				55,581	1%		RN	291.71	133.84	855.73	2:40	0:18	1:02
Special Bereavement Svc				4,155	0%		LPN	41.68	10.30	-	2:08	0:21	0:55
Investment & Interest Inc.				6,978	0%		HHA/CNA	89.52	146.70	1,610.63	1:12	1:12	1:12
Net Income				1,037,450	10%		SW	170.34	72.17	249.98	1:20	1:20	1:10
							Spiritual Care	122.77	323.36	1,236.76	1:12	1:20	1:20
							Physician/NP	133.27	-	580.09	2:00	0:24	0:30
							On-Call	262.14	-	4,207.75	1:30	1:30	1:06
Direct Labor				6,094,220	87%		Admissions	15.41	3.77	384.32	1:02	1:06	1:12
Indirect Labor				947,304	13%		Bereavement	195.30	7.82	605.84	0:54	0:54	1:00
<b>Total Labor</b>				<b>7,041,524</b>	<b>100%</b>		Volunteer	1,298.16	38.58	86.98	1:04	0:46	1:06
Total Benefits and as a Percent of Salaries				1,077,548	19%								
Benefits - Health and Wellness				708,476	12%								
Benefits - Payroll Taxes				246,716	4%								
Benefits - Retirement				54,891	1%								
Benefits - All Other				67,465	1%								
Development Return Ratio				2.69									
Revenue Per Payroll Dollar				1.48									
Days in Accounts Receivable				62.98									
Days in Accounts Payable				59.65									
Days of Cash on Hand				88.43									



Answers the question "could we make it without community support?"

This number represents the "net" effect of extracurricular programs.

We like to see Salary & Wages at 70/30%. 65/35% is average. 60/40% is usually trouble. However, may be OK depending upon other factors.

Total Benefits typically run between 22% to 25%.

Average Development Ratios are \$3-\$4.