

Executive Facts
Sunny Day Hospice
YTD December 2023



ADC	142		110	19	14
Breakeven ADC			39	3	23
Net Revenue	\$ 8,193,694	100.0%	\$ 5,800,845	\$ 1,914,279	\$ 478,570
Direct Labor	2,967,572	36.2%	2,156,892	635,681	174,998
Patient-Related	1,704,703	20.8%	1,264,876	326,376	113,451
Total	4,672,274	57.0%	3,421,769	962,057	288,449
Contribution Margin	3,521,420	43.0%	2,379,077	952,222	190,121
Indirect Expenses	1,333,757	16.3%	846,365	172,045	315,347
Net Operational Income (Loss)	2,187,663	26.7%	1,532,712	780,177	(125,226)
Development Income	465,939	5.7%			
Development Expenses	(159,003)	1.9%			
Net	306,936	3.7%			
Investment & Interest Inc. (Loss)	9,068	0.1%			
Special Bereavement Services (Gain)	(1,258)	0.0%			
Extracurricular Programs (Gain)	(589,405)	-7.2%			
CAP Overage	-	0.0%			
Corporate Tax	-	0.0%			
Net Income (Loss)	1,913,003	23.3%			
Direct Labor	\$ 2,967,572	77.7%			
Indirect Labor	851,448	22.3%			
Total Labor	3,819,020	100.0%			
Total Benefits and as a	\$ 860,880	29.6%			
Percent of Salaries					
Benefits - Health and Wellness	529,493	18.2%			
Benefits - Payroll Taxes	207,925	7.2%			
Benefits - Retirement	52,771	1.8%			
Benefits - All Other	70,692	2.4%			
Development Return Ratio	\$ 2.93				
Revenue Per Payroll Dollar	\$ 2.15				
Days in Accounts Receivable	878.24				
Days in Accounts Payable	1070.10				
Days of Cash on Hand	1594.58				
EBITDA	\$ 2,236,870	27.3%			
IP Unit Utilization	159.8%				

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

MVI Hospice Model	Net Patient Revenue%			Patient-Day Amounts		
	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
	100.0%	100.0%	100.0%	\$ 145.02	\$ 273.47	\$ 95.71
	39.0%	37.2%	33.2%	53.92	90.81	35.00
	15.5%	21.8%	17.0%	31.62	46.63	22.69
	54.5%	59.0%	50.3%	85.54	137.44	57.69
	45.5%	41.0%	49.7%	59.48	136.03	38.02
	33.0%	14.6%	9.0%	21.16	24.58	63.07
	12.5%	26.4%	40.8%	38.32	111.45	(25.05)
Discipline	Cost Per Visit			Average Visit Duration		
	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
RN	\$ 224.43	\$ 20.24	\$ 351.49	2:40	0:18	1:02
LPN	93.90	9.79	153.20	2:08	0:21	0:55
HHA/CNA	20.71	6.41	277.25	1:12	1:12	1:12
SW	129.18	38.80	101.58	1:20	1:50	1:10
Spiritual Care	295.75	441.20	2,399.78	1:12	1:20	1:20
Physician/NP	320.74	122.67	161.20	2:00	0:24	0:30
On-Call	286.75	50.54	9,119.35	1:30	0:52	1:06
Admissions	30.82	45.76	3,000.92	1:02	1:06	1:12
Bereavement	219.00	33.04	99.20	0:54	0:54	1:04
Volunteer	807.43	37.23	23.57	1:04	0:46	1:06

Breakeven Analysis and Contribution Margin Report

Sunny Day Hospice
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Breakeven Number

Breakeven Number of Hospice Patient-Days	14,230
Breakeven Number of Inpatient Unit Patient-Days	1,265
Breakeven Number of Home Health Patient-Days	8,293

ADC Needed to Achieve BE	Actual ADC
39	110
3	19
23	14

Service Mix

Hospice	76.9%
Inpatient Unit	13.5%
Home Health	9.6%
Total	100%
Breakeven Total Units	19,695
IP Unit Utilization	159.8%
Bed Count	12

Average Net Revenue

Average Net Hospice Revenue Per Patient-Day	\$ 145.02
Average Net Inpatient Unit Revenue Per Patient-Day	\$ 273.47
Average Net Home Health Revenue Per Patient-Day	\$ 95.71
Weighted Average Net Revenue	\$ 157.57

Variable Costs

Average Variable Costs Per Hospice Patient-Day	\$ 85.54
Average Variable Costs Per Inpatient Unit Patient-Day	\$ 137.44
Average Variable Costs Per Home Health Patient-Day	\$ 57.69
Weighted Average Variable Costs	\$ 89.85

Organizational Fixed Costs

\$ 1,333,757.20

Contribution Margin

Hospice	\$ 2,379,077
Inpatient Unit	952,222
Home Health	190,121
Total Contribution	3,521,420
Less: Total Indirect Allocated Expenses	1,333,757
Net Operating Income (Loss)	2,187,663
Less Development Costs	159,003
Add Support & Fundraising Income	465,939
Extracurricular Net Income (Loss)	(589,405)
Special Bereavement Program (Loss)	(1,258)
Add Investment, Interest, & Other Income (Loss)	9,068
CAP Overages	-
Corporate Taxes	-
Total Organization Net Income (Loss)	1,913,003
Minimum Target Amount to be Contributed from Fundraising	\$ -

Here is what your "extracurricular" programs are netting. If the amount is in brackets, you are losing money.

Return on Development Expenditures
\$ 2.93
(Amount contributed for each dollar spent)

Not needing any community support is always good.

Net Patient Revenue - NPR%

Sunny Day Hospice

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	Organization Total		Amounts: Revenue & Costs			Actual Net Patient Revenue% (NPR%)			Model Net Patient Revenue% (NPR%)			Efficiency Variance		
	Total	NPR%	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
			Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
Gross Patient Revenue	\$ 8,940,177	109.1%	\$ 6,329,328	\$ 2,088,679	\$ 522,170	109.1%	109.1%	109.1%						
Revenue Adjustments	(746,483)	-9.1%	(528,483)	(174,399)	(43,600)	-9.1%	-9.1%	-9.1%						
Net Revenue	\$ 8,193,694	100.0%	\$ 5,800,845	\$ 1,914,279	\$ 478,570	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	-	-	-
Service Labor														
RN	\$ 1,018,253	12.4%	\$ 720,887	\$ 237,893	\$ 59,473	12.4%	12.4%	12.4%	18.8%	45.2%	33.4%	-6.4%	-32.8%	-21.0%
LPN	432,717	5.3%	306,348	101,095	25,274	5.3%	5.3%	5.3%	14.8%	7.6%	2.7%	-9.6%	-2.4%	2.6%
HHA/CNA	86,867	1.1%	61,499	20,295	5,074	1.1%	1.1%	1.1%	3.1%	11.2%	8.6%	-2.0%	-10.1%	-7.6%
SW	236,490	2.9%	167,426	55,251	13,813	2.9%	2.9%	2.9%	2.7%	5.5%	12.4%	0.1%	-2.6%	-9.5%
Spiritual Care	288,904	3.5%	204,534	67,456	16,874	3.5%	3.5%	3.5%	3.4%	3.2%	5.5%	0.1%	0.3%	-1.9%
Physician/NP	250,124	3.1%	193,031	38,062	19,031	3.3%	2.0%	4.0%	1.7%	8.0%	1.1%	1.6%	-6.0%	2.9%
On-Call	358,171	4.4%	253,572	83,679	20,920	4.4%	4.4%	4.4%	1.8%	7.8%	6.5%	2.6%	-3.5%	-2.1%
Admissions	98,862	1.2%	85,916	9,415	3,531	1.5%	0.5%	0.7%	1.3%	4.0%	3.2%	0.2%	-3.5%	-2.5%
Bereavement	115,172	1.4%	99,908	8,326	6,938	1.7%	0.4%	1.4%	1.2%	3.6%	4.6%	0.5%	-3.2%	-3.2%
Volunteer	62,383	0.8%	49,476	10,756	2,151	0.9%	0.6%	0.4%	1.2%	2.1%	5.2%	-0.4%	-1.6%	-4.7%
Call Center	19,629	0.2%	14,295	3,414	1,920	0.2%	0.2%	0.4%	1.1%	17.2%	5.3%	-0.9%	-17.0%	-4.9%
Total	\$ 2,967,572	36.2%	\$ 2,156,892	\$ 635,681	\$ 174,998	37.2%	33.2%	36.6%	51.2%	115.6%	88.5%	-14.1%	-82.4%	-51.9%
Patient-Related Expenses														
Ambulance	\$ 24,844	0.3%	\$ 17,589	\$ 5,804	\$ 1,451	0.3%	0.3%	0.3%	0.4%	1.2%	0.4%	-0.1%	-0.9%	-0.1%
Bio Hazardous	269	0.0%	191	63	16	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Crisis Care Net (Gain)	10,141	0.1%	7,179	2,369	592	0.1%	0.1%	0.1%	2.3%	2.0%	0.5%	-2.2%	-1.9%	-0.4%
Dietary & Dietary Labor	209,172	2.6%	148,086	48,868	12,217	2.6%	2.6%	2.6%	3.3%	6.4%	0.3%	-0.8%	-3.8%	2.3%
DME	219,906	2.7%	166,151	34,208	19,547	2.9%	1.8%	4.1%	4.2%	0.6%	3.6%	-1.3%	1.2%	0.5%
ER	681	0.0%	482	159	40	0.0%	0.0%	0.0%	0.1%	1.3%	0.1%	-0.1%	-1.2%	-0.1%
Food & Kitchen Labor	2,594	0.0%	1,837	606	152	0.0%	0.0%	0.0%	0.5%	2.1%	0.7%	-0.5%	-2.0%	-0.7%
Imaging	19,165	0.2%	13,568	4,478	1,119	0.2%	0.2%	0.2%	0.3%	0.1%	0.3%	-0.1%	0.2%	-0.1%
Lab	328	0.0%	232	77	19	0.0%	0.0%	0.0%	0.4%	0.2%	0.2%	-0.4%	-0.1%	-0.2%
Linen	2,431	0.0%	1,721	568	142	0.0%	0.0%	0.0%	0.8%	1.3%	0.9%	-0.7%	-1.3%	-0.9%
Medical Supplies	5,857	0.1%	4,146	1,368	342	0.1%	0.1%	0.1%	1.7%	2.3%	1.3%	-1.6%	-2.2%	-1.2%
Mileage	286,689	3.5%	204,364	65,746	16,579	3.5%	3.4%	3.5%	4.9%	3.8%	2.4%	-1.3%	-0.4%	1.1%
Mobile Phone	21,042	0.3%	14,897	4,916	1,229	0.3%	0.3%	0.3%	0.2%	0.8%	0.2%	0.0%	-0.5%	0.0%
Other	117	0.0%	83	27	7	0.0%	0.0%	0.0%	2.0%	0.6%	5.2%	-2.0%	-0.6%	-5.2%
Outpatient	129,950	1.6%	92,000	30,360	7,590	1.6%	1.6%	1.6%	0.5%	1.7%	0.4%	1.1%	-0.1%	1.1%
Oxygen - IP Unit Only	4,467	0.1%	3,162	1,044	261	0.1%	0.1%	0.1%	0.0%	0.5%	0.7%	0.0%	-0.4%	-0.6%
Pagers	4,882	0.1%	3,456	1,141	285	0.1%	0.1%	0.1%	0.1%	1.0%	0.1%	0.0%	-0.9%	0.0%
Pharmacy	647,565	7.9%	504,498	97,888	45,179	8.7%	5.1%	9.4%	14.0%	4.9%	8.1%	-5.3%	0.2%	1.3%
Therapies PT/OT/ST	122,718	1.5%	86,880	28,670	7,168	1.5%	1.5%	1.5%	0.3%	0.5%	0.6%	1.2%	1.0%	0.9%
Therapies PT/OT/ST Labor	1,006	0.0%	810	147	49	0.0%	0.0%	0.0%	1.7%	0.4%	0.6%	-1.7%	-0.4%	-0.6%
Therapies Chemo	193	0.0%	137	45	11	0.0%	0.0%	0.0%	0.4%	0.8%	0.9%	-0.4%	-0.8%	-0.9%
Therapies IV/Biol and Other	286	0.0%	203	67	17	0.0%	0.0%	0.0%	0.5%	0.9%	0.4%	-0.5%	-0.9%	-0.4%
Pass-Through Net (Gain)	-	-	-	-	-	-	-	-	8.7%	0.2%	0.8%	-8.7%	-0.2%	-0.8%
Contract Physician Net (Gain)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Physician Net (Gain)	(3,722)	0.0%	(2,635)	(869)	(218)	0.0%	0.0%	0.0%	-	-	-	0.0%	0.0%	0.0%
Contract GIP Net (Gain)	(1,672)	0.0%	(1,198)	(375)	(99)	0.0%	0.0%	0.0%	-	-	-	0.0%	0.0%	0.0%
Respite Net (Gain)	989	0.0%	714	216	59	0.0%	0.0%	0.0%	-	-	-	0.0%	0.0%	0.0%
Room & Board Net (Gain)	(5,195)	-0.1%	(3,678)	(1,214)	(304)	-0.1%	-0.1%	-0.1%	-	-	-	-0.1%	-0.1%	-0.1%
Total	\$ 1,704,703	20.8%	\$ 1,264,876	\$ 326,376	\$ 113,451	21.8%	17.0%	23.7%	47.3%	33.4%	28.8%	-25.5%	-16.4%	-5.1%
Total Direct Expense	\$ 4,672,274	57.0%	\$ 3,421,769	\$ 962,057	\$ 288,449	59.0%	50.3%	60.3%	98.5%	149.0%	117.2%	-39.6%	-98.7%	-57.0%
Contribution Margin	\$ 3,521,420	43.0%	\$ 2,379,077	\$ 952,222	\$ 190,121	41.0%	49.7%	39.7%	1.5%	-49.0%	-17.2%	39.6%	98.7%	57.0%
Indirect Costs														
Labor														
Administration Labor	\$ 318,278	3.9%	\$ 220,086	\$ 37,245	\$ 60,947	3.8%	1.9%	12.7%						
Clinical Management Labor	277,747	3.4%	197,509	30,861	49,377	3.4%	1.6%	10.3%						
Compliance/QAPI Labor	2,338	0.0%	1,601	229	508	0.0%	0.0%	0.1%						
Education Labor	25,649	0.3%	19,393	2,502	3,753	0.3%	0.1%	0.8%						
Finance Labor	151,378	1.8%	126,494	14,516	10,368	2.2%	0.8%	2.2%						
HR Labor	2,929	0.0%	2,585	258	86	0.0%	0.0%	0.0%						
Marketing Labor	37,562	0.5%	31,214	2,645	3,703	0.5%	0.1%	0.8%						
Medical Director Labor	44	0.0%	33	2	9	0.0%	0.0%	0.0%						

	Organization Total		Amounts: Revenue & Costs			Actual Net Patient Revenue% (NPR%)			Model Net Patient Revenue% (NPR%)			Efficiency Variance		
	Total	NPR%	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
			Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
Medical Records Labor	553	0.0%	399	21	133	0.0%	0.0%	0.0%						
MIS Labor	33,692	0.4%	27,746	991	4,955	0.5%	0.1%	1.0%						
Other Labor	1,225	0.0%	923	17	285	0.0%	0.0%	0.1%						
Total	\$ 851,394	10.4%	\$ 627,982	\$ 89,287	\$ 134,125	10.8%	4.7%	28.0%						
Operating														
Accounting/Audit	\$ 6,579	0.1%	\$ 4,201	\$ 1,268	\$ 1,110	0.1%	0.1%	0.2%						
Answering Service	1,407	0.0%	987	311	110	0.0%	0.0%	0.0%						
Bank Service	1,943	0.0%	1,188	343	411	0.0%	0.0%	0.1%						
Computer Expenses	581	0.0%	348	96	137	0.0%	0.0%	0.0%						
Consulting/Professional Fees	10,791	0.1%	7,194	1,870	1,727	0.1%	0.1%	0.4%						
Continuing Education	6,826	0.1%	4,288	1,050	1,488	0.1%	0.1%	0.3%						
Copier Expense	6,870	0.1%	4,456	1,021	1,393	0.1%	0.1%	0.3%						
Depreciation-Major Moveable	607	0.0%	419	89	98	0.0%	0.0%	0.0%						
Dues, Licenses & Subscriptions	28,564	0.3%	17,519	3,428	7,617	0.3%	0.2%	1.6%						
EMR System	-	-	-	-	-	-	-	-						
Insurance-All Other	43,149	0.5%	21,105	3,752	18,291	0.4%	0.2%	3.8%						
Insurance-Liability	-	-	-	-	-	-	-	-						
Interest-Operating	230	0.0%	181	29	21	0.0%	0.0%	0.0%						
Lease/Rent Equipment	1,368	0.0%	949	375	44	0.0%	0.0%	0.0%						
Legal	6,791	0.1%	4,017	1,530	1,243	0.1%	0.1%	0.3%						
Maintenance-Equipment	-	-	-	-	-	-	-	-						
Marketing Other	37,403	0.5%	21,299	7,792	8,312	0.4%	0.4%	1.7%						
Meeting Expense	2,989	0.0%	1,758	615	615	0.0%	0.0%	0.1%						
Mileage-Non-Patient	9,577	0.1%	4,669	1,556	3,352	0.1%	0.1%	0.7%						
Minor Equipment	9,855	0.1%	4,567	1,442	3,846	0.1%	0.1%	0.8%						
Miscellaneous	9,783	0.1%	6,464	1,922	1,398	0.1%	0.1%	0.3%						
Office Supplies	35,699	0.4%	14,604	4,057	17,038	0.3%	0.2%	3.6%						
Other Expenses	1,384	0.0%	969	249	166	0.0%	0.0%	0.0%						
Pagers-Non-Patient	288	0.0%	218	51	19	0.0%	0.0%	0.0%						
Postage/Mailings	14,826	0.2%	9,409	1,996	3,421	0.2%	0.1%	0.7%						
Printing	23,903	0.3%	13,419	7,129	3,355	0.2%	0.4%	0.7%						
Service Contracts-Operating	674	0.0%	282	146	246	0.0%	0.0%	0.1%						
Telehealth	-	-	-	-	-	-	-	-						
Telephone	24,325	0.3%	9,477	4,739	10,109	0.2%	0.2%	2.1%						
Training-Groups	21	0.0%	11	5	4	0.0%	0.0%	0.0%						
Vehicle Exp-Owned/Lease	537	0.0%	313	146	78	0.0%	0.0%	0.0%						
Total	\$ 286,969	3.5%	\$ 154,313	\$ 47,007	\$ 85,648	2.7%	2.5%	17.9%						
Facility Related														
Alarm System	\$ 203	0.0%	\$ 117	\$ 52	\$ 35	0.0%	0.0%	0.0%						
Cleaning & Paper	5,711	0.1%	3,712	1,570	428	0.1%	0.1%	0.1%						
Depreciation-Building	48,310	0.6%	32,642	13,057	2,611	0.6%	0.7%	0.5%						
Exterminating	65	0.0%	20	7	38	0.0%	0.0%	0.0%						
Insurance-Property	-	-	-	-	-	-	-	-						
Interest-Facility	36	0.0%	12	4	20	0.0%	0.0%	0.0%						
Landscaping	190	0.0%	55	17	117	0.0%	0.0%	0.0%						
Maintenance-Building	2,518	0.0%	896	726	896	0.0%	0.0%	0.2%						
Maintenance Salaries	54	0.0%	19	15	20	0.0%	0.0%	0.0%						
Other-Facility	160	0.0%	41	32	86	0.0%	0.0%	0.0%						
Property Taxes	24	0.0%	7	5	12	0.0%	0.0%	0.0%						
Rent	130,965	1.6%	25,300	19,347	86,318	0.4%	1.0%	18.0%						
Service Contracts-Facilities	167	0.0%	30	22	115	0.0%	0.0%	0.0%						
Utilities	6,990	0.1%	1,219	894	4,877	0.0%	0.0%	1.0%						
Total	\$ 195,394	2.4%	\$ 64,070	\$ 35,750	\$ 95,574	1.1%	1.9%	20.0%						
Indirect Total	\$ 1,333,757	16.3%	\$ 846,365	\$ 172,045	\$ 315,347	14.6%	9.0%	65.9%	14.6%	9.0%	65.9%	-	-	-
Total of Direct and Indirect	\$ 6,006,031	73.3%	\$ 4,268,134	\$ 1,134,102	\$ 603,796	73.6%	59.2%	126.2%	113.1%	158.0%	183.1%	-39.6%	-98.7%	-57.0%
Operational Net Income (Loss)	\$ 2,187,663	26.7%	\$ 1,532,712	\$ 780,177	\$ (125,226)	26.4%	40.8%	-26.2%	-13.1%	-58.0%	-83.1%	39.6%	98.7%	57.0%

Patient-Day Costing Method

Sunny Day Hospice

YTD December 2023



	Organizational		Amounts: Revenue & Costs			Patient-Day Amounts			Model Patient-Day Amount			Efficiency Variance		
	Total Patient-Days 52,000		Hospice	IP Unit	Home Health	40,000	7,000	5,000	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
	Total	PPD				Hospice	IP Unit	Home Health						
Gross Patient Revenue	\$ 8,940,177	\$ 171.93	\$ 6,329,328	\$ 2,088,679	\$ 522,170	\$ 158.23	\$ 298.38	\$ 104.43						
Revenue Adjustments	(746,483)	(14.36)	(528,483)	(174,399)	(43,600)	(13.21)	(24.91)	(8.72)						
Net Revenue	\$ 8,193,694	\$ 157.57	\$ 5,800,845	\$ 1,914,279	\$ 478,570	\$ 145.02	\$ 273.47	\$ 95.71	\$ 120.00	\$ 737.88	\$ 170.00	\$ 25.02	\$ (464.41)	\$ (74.29)
Service Labor														
RN	\$ 1,018,253	\$ 19.58	\$ 720,887	\$ 237,893	\$ 59,473	\$ 18.02	\$ 33.98	\$ 11.89	22.61	333.64	56.83	\$ (4.59)	\$ (299.66)	\$ (44.93)
LPN	432,717	8.32	306,348	101,095	25,274	7.66	14.44	5.05	17.81	56.37	4.58	(10.15)	(41.93)	0.47
HHA/CNA	86,867	1.67	61,499	20,295	5,074	1.54	2.90	1.01	3.67	82.49	14.67	(2.13)	(79.59)	(13.65)
SW	236,940	4.55	167,426	55,251	13,813	4.19	7.89	2.76	3.30	40.48	21.08	0.89	(32.58)	(18.32)
Spiritual Care	288,904	5.56	204,534	67,496	16,874	5.11	9.64	3.37	4.07	23.95	9.29	1.04	(14.31)	(5.91)
Physician/NP	250,124	4.81	193,031	38,062	19,031	4.83	5.44	3.81	2.08	58.66	1.83	2.75	(53.22)	1.97
On-Call	358,171	6.89	253,572	83,679	20,920	6.34	11.95	4.18	2.13	57.75	11.00	4.21	(45.79)	(6.82)
Admissions	98,862	1.90	85,916	9,415	3,531	2.15	1.35	0.71	1.52	29.73	5.50	0.62	(28.38)	(4.79)
Bereavement	115,172	2.21	99,908	8,326	6,938	2.50	1.19	1.39	1.47	26.89	7.86	1.03	(25.70)	(6.47)
Volunteer	62,383	1.20	49,476	10,756	2,151	1.24	1.54	0.43	1.47	15.84	8.80	(0.23)	(14.30)	(8.37)
Call Center	19,629	0.38	14,295	3,414	1,920	0.36	0.49	0.38	1.37	127.10	8.96	(1.02)	(126.61)	(8.58)
Total	\$ 2,967,572	\$ 57.07	\$ 2,156,892	\$ 635,681	\$ 174,998	\$ 53.92	\$ 90.81	\$ 35.00	\$ 61.50	\$ 852.90	\$ 150.40	\$ (7.58)	\$ (762.09)	\$ (115.40)
Patient-Related Expenses														
Ambulance	\$ 24,844	\$ 0.48	\$ 17,589	\$ 5,804	\$ 1,451	\$ 0.44	\$ 0.83	\$ 0.29	\$ 0.50	\$ 9.08	\$ 0.68	\$ (0.06)	\$ (8.25)	\$ (0.39)
Bio Hazardous	269	0.01	191	63	16	0.00	0.01	0.00	0.01	0.07	0.02	(0.01)	(0.06)	(0.01)
Crisis Care Net (Gain)	10,141	0.20	7,179	2,369	592	0.18	0.34	0.12	2.74	14.76	0.85	(2.56)	(14.42)	(0.73)
Dietary & Dietary Labor	209,172	4.02	148,086	48,868	12,217	3.70	6.98	2.44	3.98	47.08	0.43	(0.28)	(40.10)	2.02
DME	219,906	4.23	166,151	34,208	19,547	4.15	4.89	3.91	5.03	4.43	6.15	(0.87)	0.46	(2.24)
ER	681	0.01	482	159	40	0.01	0.02	0.01	0.12	9.22	0.17	(0.11)	(9.20)	(0.16)
Food & Kitchen Labor	2,594	0.05	1,837	606	152	0.05	0.09	0.03	0.60	15.13	1.22	(0.55)	(15.04)	(1.19)
Imaging	19,165	0.37	13,568	4,478	1,119	0.34	0.64	0.22	0.41	0.52	0.56	(0.07)	0.12	(0.34)
Lab	328	0.01	232	77	19	0.01	0.01	0.00	0.50	1.11	0.31	(0.50)	(1.10)	(0.30)
Linen	2,431	0.05	1,721	568	142	0.04	0.08	0.03	0.90	9.89	1.53	(0.86)	(9.81)	(1.50)
Medical Supplies	5,857	0.11	4,146	1,368	342	0.10	0.20	0.07	2.02	16.75	2.21	(1.91)	(16.55)	(2.14)
Mileage	286,689	5.51	204,364	65,746	16,579	5.11	9.39	3.32	5.84	28.11	4.00	(0.73)	(18.72)	(0.68)
Mobile Phone	21,042	0.40	14,897	4,916	1,229	0.37	0.70	0.25	0.29	5.53	0.39	0.08	(4.83)	(0.15)
Other	117	0.00	83	27	7	0.00	0.00	0.00	2.40	4.57	8.84	(2.40)	(4.57)	(8.84)
Outpatient	129,950	2.50	92,000	30,360	7,590	2.30	4.34	1.52	0.55	12.40	0.75	1.75	(8.06)	0.77
Oxygen - IP Unit Only	4,467	0.09	3,162	1,044	261	0.08	0.15	0.05	0.01	3.62	1.19	0.07	(3.47)	(1.14)
Pagers	4,882	0.09	3,456	1,141	285	0.09	0.16	0.06	0.10	7.38	0.14	(0.01)	(7.22)	(0.08)
Pharmacy	647,565	12.45	504,498	97,888	45,179	12.61	13.98	9.04	16.80	36.23	13.80	(4.19)	(22.25)	(4.77)
Therapies PT/OT/ST	122,718	2.36	86,880	28,670	7,168	2.17	4.10	1.43	0.36	3.69	1.07	1.81	0.41	0.36
Therapies PT/OT/ST Labor	1,006	0.02	810	147	49	0.02	0.02	0.01	2.02	2.95	1.02	(2.00)	(2.93)	(1.01)
Therapies Chemo	193	0.00	137	45	11	0.00	0.01	0.00	0.48	5.90	1.53	(0.48)	(5.90)	(1.53)
Therapies IV/Biol and Other	286	0.01	203	67	17	0.01	0.01	0.00	0.60	6.64	0.68	(0.59)	(6.63)	(0.68)
Pass-Through Net (Gain)	-	-	-	-	-	-	-	-	10.49	1.48	1.38	(10.49)	(1.48)	(1.38)
Contract Physician Net (Gain)	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Consulting Physician Net (Gain)	(3,722)	(0.07)	(2,635)	(869)	(218)	(0.07)	(0.12)	(0.04)	-	-	-	(0.07)	(0.12)	(0.04)
Contract GIP Net (Gain)	(1,672)	(0.03)	(1,198)	(375)	(99)	(0.03)	(0.05)	(0.02)	-	-	-	(0.03)	(0.05)	(0.02)
Respite Net (Gain)	989	0.02	714	216	59	0.02	0.03	0.01	-	-	-	0.02	0.03	0.01
Room & Board Net (Gain)	(5,195)	(0.10)	(3,678)	(1,214)	(304)	(0.09)	(0.17)	(0.06)	-	-	-	(0.09)	(0.17)	(0.06)
Total	\$ 1,704,703	\$ 32.78	\$ 1,264,876	\$ 326,376	\$ 113,451	\$ 31.62	\$ 46.63	\$ 22.69	\$ 56.75	\$ 246.53	\$ 48.91	\$ (25.13)	\$ (199.90)	\$ (26.22)
Total Direct Expense	\$ 4,672,274	\$ 89.85	\$ 3,421,769	\$ 962,057	\$ 288,449	\$ 85.54	\$ 137.44	\$ 57.69	\$ 118.25	\$ 1,099.42	\$ 199.31	\$ (32.70)	\$ (961.99)	\$ (141.62)
Contribution Margin	\$ 3,521,420	\$ 67.72	\$ 2,379,077	\$ 952,222	\$ 190,121	\$ 59.48	\$ 136.03	\$ 38.02	\$ 1.75	\$ (361.54)	\$ (29.31)	\$ 57.72	\$ 497.58	\$ 67.33
Indirect Costs														
Labor														
Administration	\$ 318,278	\$ 6.12	\$ 220,086	\$ 37,245	\$ 60,947	\$ 5.50	\$ 5.32	\$ 12.19						
Clinical Management	277,747	5.34	197,509	30,861	49,377	4.94	4.41	9.88						
Compliance/QAPI	2,338	0.04	1,601	229	508	0.04	0.03	0.10						
Education	25,649	0.49	19,393	2,502	3,753	0.48	0.36	0.75						
Finance	151,378	2.91	126,494	14,516	10,368	3.16	2.07	2.07						
HR	2,929	0.06	2,585	258	86	0.06	0.04	0.02						
Marketing	37,562	0.72	31,214	2,645	3,703	0.78	0.38	0.74						
Medical Director	44	0.00	33	2	9	0.00	0.00	0.00						

	Organizational		Amounts: Revenue & Costs			Patient-Day Amounts			Model Patient-Day Amount			Efficiency Variance		
	Total Patient-Days 52,000		Hospice	IP Unit	Home Health	40,000	7,000	5,000	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
	Total	PPD				Hospice	IP Unit	Home Health						
Medical Records	553	0.01	399	21	133	0.01	0.00	0.03						
MIS	33,692	0.65	27,746	991	4,955	0.69	0.14	0.99						
Other Labor	1,225	0.02	923	17	285	0.02	0.00	0.06						
Total	\$ 851,394	16.37	\$ 627,982	\$ 89,287	\$ 134,125	\$ 15.70	\$ 12.76	\$ 26.83						
Operating														
Accounting/Audit	\$ 6,579	0.13	\$ 4,201	\$ 1,268	\$ 1,110	\$ 0.11	\$ 0.18	\$ 0.22						
Answering Service	1,407	0.03	987	311	110	0.02	0.04	0.02						
Bank Service	1,943	0.04	1,188	343	411	0.03	0.05	0.08						
Computer Expenses	581	0.01	348	96	137	0.01	0.01	0.03						
Consulting/Professional Fees	10,791	0.21	7,194	1,870	1,727	0.18	0.27	0.35						
Continuing Education	6,826	0.13	4,288	1,050	1,488	0.11	0.15	0.30						
Copier Expense	6,870	0.13	4,456	1,021	1,393	0.11	0.15	0.28						
Depreciation-Major Moveable	607	0.01	419	89	98	0.01	0.01	0.02						
Dues, Licenses & Subscriptions	28,564	0.55	17,519	3,428	7,617	0.44	0.49	1.52						
EMR System	-	-	-	-	-	-	-	-						
Insurance-All Other	43,149	0.83	21,105	3,752	18,291	0.53	0.54	3.66						
Insurance-Liability	-	-	-	-	-	-	-	-						
Interest-Operating	230	0.00	181	29	21	0.00	0.00	0.00						
Lease/Rent Equipment	1,368	0.03	949	375	44	0.02	0.05	0.01						
Legal	6,791	0.13	4,017	1,530	1,243	0.10	0.22	0.25						
Maintenance-Equipment	-	-	-	-	-	-	-	-						
Marketing Other	37,403	0.72	21,299	7,792	8,312	0.53	1.11	1.66						
Meeting Expense	2,989	0.06	1,758	615	615	0.04	0.09	0.12						
Mileage-Non-Patient	9,577	0.18	4,669	1,556	3,352	0.12	0.22	0.67						
Minor Equipment	9,855	0.19	4,567	1,442	3,846	0.11	0.21	0.77						
Miscellaneous	9,783	0.19	6,464	1,922	1,398	0.16	0.27	0.28						
Office Supplies	35,699	0.69	14,604	4,057	17,038	0.37	0.58	3.41						
Other Expenses	1,384	0.03	969	249	166	0.02	0.04	0.03						
Pagers-Non-Patient	288	0.01	218	51	19	0.01	0.01	0.00						
Postage/Mailings	14,826	0.29	9,409	1,996	3,421	0.24	0.29	0.68						
Printing	23,903	0.46	13,419	7,129	3,355	0.34	1.02	0.67						
Service Contracts-Operating	674	0.01	282	146	246	0.01	0.02	0.05						
Telehealth	-	-	-	-	-	-	-	-						
Telephone	24,325	0.47	9,477	4,739	10,109	0.24	0.68	2.02						
Training-Groups	21	0.00	11	5	4	0.00	0.00	0.00						
Vehicle Exp-Owned/Lease	537	0.01	313	146	78	0.01	0.02	0.02						
Total	\$ 286,969	5.52	\$ 154,313	\$ 47,007	\$ 85,648	\$ 3.86	\$ 6.72	\$ 17.13						
Facility Related														
Alarm System	\$ 203	\$ 0.00	\$ 117	\$ 52	\$ 35	\$ 0.00	\$ 0.01	\$ 0.01						
Cleaning & Paper	5,711	0.11	3,712	1,570	428	0.09	0.22	0.09						
Depreciation-Building	48,310	0.93	32,642	13,057	2,611	0.82	1.87	0.52						
Exterminating	65	0.00	20	7	38	0.00	0.00	0.01						
Insurance-Property	-	-	-	-	-	-	-	-						
Interest-Facility	36	0.00	12	4	20	0.00	0.00	0.00						
Landscaping	190	0.00	55	17	117	0.00	0.00	0.02						
Maintenance-Building	2,518	0.05	896	726	896	0.02	0.10	0.18						
Maintenance Salaries	54	0.00	19	15	20	0.00	0.00	0.00						
Other-Facility	160	0.00	41	32	86	0.00	0.00	0.02						
Property Taxes	24	0.00	7	5	12	0.00	0.00	0.00						
Rent	130,965	2.52	25,300	19,347	86,318	0.63	2.76	17.26						
Service Contracts-Facilities	167	0.00	30	22	115	0.00	0.00	0.02						
Utilities	6,990	0.13	1,219	894	4,877	0.03	0.13	0.98						
Total	\$ 195,394	\$ 3.76	\$ 64,070	\$ 35,750	\$ 95,574	\$ 1.60	\$ 5.11	\$ 19.11						
Indirect Total	\$ 1,333,757	\$ 25.65	\$ 846,365	\$ 172,045	\$ 315,347	\$ 21.16	\$ 24.58	\$ 63.07	\$ 17.51	\$ 66.32	\$ 112.02	\$ 3.65	\$ (41.74)	\$ (48.95)
Total Operational Costs	\$ 6,006,031	\$ 115.50	\$ 4,268,134	\$ 1,134,102	\$ 603,796	\$ 106.70	\$ 162.01	\$ 120.76	\$ 135.76	\$ 1,165.74	\$ 311.33	\$ (29.05)	\$ (1,003.73)	\$ (190.57)
Net Operational Income (Loss)	\$ 2,187,663	\$ 42.07	\$ 1,532,712	\$ 780,177	\$ (125,226)	\$ 38.32	\$ 111.45	\$ (25.05)	\$ (15.76)	\$ (427.86)	\$ (141.33)	\$ 54.07	\$ 539.31	\$ 116.28

Cost Composition Report - Based on Total Costs



Sunny Day Hospice

YTD December 2023

	Organizational		Hospice		IP Unit		Home Health	
	Total Costs	% of Total Cost	Costs	% of Total Cost	Costs	% of Total Cost	Costs	% of Total Cost
Service Labor								
RN	\$ 1,018,253	17.0%	\$ 720,887	12.0%	\$ 237,893	4.0%	\$ 59,473	1.0%
LPN	432,717	7.2%	306,348	5.1%	101,095	1.7%	25,274	0.4%
HHA/CNA	86,867	1.4%	61,499	1.0%	20,295	0.3%	5,074	0.1%
SW	236,490	3.9%	167,426	2.8%	55,251	0.9%	13,813	0.2%
Spiritual Care	288,904	4.8%	204,534	3.4%	67,496	1.1%	16,874	0.3%
Physician/NP	250,124	4.2%	193,031	3.2%	38,062	0.6%	19,031	0.3%
On-Call	358,171	6.0%	253,572	4.2%	83,679	1.4%	20,920	0.3%
Admissions	98,862	1.6%	85,916	1.4%	9,415	0.2%	3,531	0.1%
Bereavement	115,172	1.9%	99,908	1.7%	8,326	0.1%	6,938	0.1%
Volunteer	62,383	1.0%	49,476	0.8%	10,756	0.2%	2,151	0.0%
Call Center	19,629	0.3%	14,295	0.2%	3,414	0.1%	1,920	0.0%
Total	\$ 2,967,572	49.4%	\$ 2,156,892	35.9%	\$ 635,681	10.6%	\$ 174,998	2.9%
Patient-Related Expenses								
Ambulance	\$ 24,844	0.4%	\$ 17,589	0.3%	\$ 5,804	0.1%	\$ 1,451	0.0%
Bio Hazardous	269	0.0%	191	0.0%	63	0.0%	16	0.0%
Crisis Care Net (Gain)	10,141	0.2%	7,179	0.1%	2,369	0.0%	592	0.0%
Dietary & Dietary Labor	209,172	3.5%	148,086	2.5%	48,868	0.8%	12,217	0.2%
DME	219,906	3.7%	166,151	2.8%	34,208	0.6%	19,547	0.3%
ER	681	0.0%	482	0.0%	159	0.0%	40	0.0%
Food & Kitchen Labor	2,594	0.0%	1,837	0.0%	606	0.0%	152	0.0%
Imaging	19,165	0.3%	13,568	0.2%	4,478	0.1%	1,119	0.0%
Lab	328	0.0%	232	0.0%	77	0.0%	19	0.0%
Linen	2,431	0.0%	1,721	0.0%	568	0.0%	142	0.0%
Medical Supplies	5,857	0.1%	4,146	0.1%	1,368	0.0%	342	0.0%
Mileage	286,689	4.8%	204,364	3.4%	65,746	1.1%	16,579	0.3%
Mobile Phone	21,042	0.4%	14,897	0.2%	4,916	0.1%	1,229	0.0%
Other	117	0.0%	83	0.0%	27	0.0%	7	0.0%
Outpatient	129,950	2.2%	92,000	1.5%	30,360	0.5%	7,590	0.1%
Oxygen - IP Unit Only	4,467	0.1%	3,162	0.1%	1,044	0.0%	261	0.0%
Pagers	4,882	0.1%	3,456	0.1%	1,141	0.0%	285	0.0%
Pharmacy	647,565	10.8%	504,498	8.4%	97,888	1.6%	45,179	0.8%
Therapies PT/OT/ST	122,718	2.0%	86,880	1.4%	28,670	0.5%	7,168	0.1%
Therapies PT/OT/ST Labor	1,006	0.0%	810	0.0%	147	0.0%	49	0.0%
Therapies Chemo	193	0.0%	137	0.0%	45	0.0%	11	0.0%
Therapies IV/Biol and Other	286	0.0%	203	0.0%	67	0.0%	17	0.0%
Pass-Through Net (Gain)	-	-	-	-	-	-	-	-
Contract Physician Net (Gain)	-	-	-	-	-	-	-	-
Consulting Physician Net (Gain)	(3,722)	-0.1%	(2,635)	0.0%	(869)	0.0%	(218)	0.0%
Contract GIP Net (Gain)	(1,672)	0.0%	(1,198)	0.0%	(375)	0.0%	(99)	0.0%
Respite Net (Gain)	989	0.0%	714	0.0%	216	0.0%	59	0.0%
Room & Board Net (Gain)	(5,195)	-0.1%	(3,678)	-0.1%	(1,214)	0.0%	(304)	0.0%
Total	\$ 1,704,703	28.4%	\$ 1,264,876	21.1%	\$ 326,376	5.4%	\$ 113,451	1.9%
Direct Service Costs	\$ 4,672,274	77.8%	\$ 3,421,769	57.0%	\$ 962,057	16.0%	\$ 288,449	4.8%
Contribution Margin	\$ 3,521,420	58.6%	\$ 2,379,077	39.6%	\$ 952,222	15.9%	\$ 190,121	3.2%
Indirect Costs								
Labor								
Administration	\$ 318,278	5.3%	\$ 220,086	3.7%	\$ 37,245	0.6%	\$ 60,947	1.0%
Clinical Management	277,747	4.6%	197,509	3.3%	30,861	0.5%	49,377	0.8%
Compliance/QAPI	2,338	0.0%	1,601	0.0%	229	0.0%	508	0.0%
Education	25,649	0.4%	19,393	0.3%	2,502	0.0%	3,753	0.1%
Finance	151,378	2.5%	126,494	2.1%	14,516	0.2%	10,368	0.2%
HR	2,929	0.0%	2,585	0.0%	258	0.0%	86	0.0%
Marketing	37,562	0.6%	31,214	0.5%	2,645	0.0%	3,703	0.1%
Medical Director	44	0.0%	33	0.0%	2	0.0%	9	0.0%
Medical Records	553	0.0%	399	0.0%	21	0.0%	133	0.0%
MIS	33,692	0.6%	27,746	0.5%	991	0.0%	4,955	0.1%
Other Labor	1,225	0.0%	923	0.0%	17	0.0%	285	0.0%
Total	\$ 851,394	14.2%	\$ 627,982	10.5%	\$ 89,287	1.5%	\$ 134,125	2.2%
Operating								
Accounting/Audit	\$ 6,579	0.1%	\$ 4,201	0.1%	\$ 1,268	0.0%	\$ 1,110	0.0%
Answering Service	1,407	0.0%	987	0.0%	311	0.0%	110	0.0%
Bank Service	1,943	0.0%	1,188	0.0%	343	0.0%	411	0.0%
Computer Expenses	581	0.0%	348	0.0%	96	0.0%	137	0.0%
Consulting/Professional Fees	10,791	0.2%	7,194	0.1%	1,870	0.0%	1,727	0.0%
Continuing Education	6,826	0.1%	4,288	0.1%	1,050	0.0%	1,488	0.0%
Copier Expense	6,870	0.1%	4,456	0.1%	1,021	0.0%	1,393	0.0%
Depreciation-Major Moveable	607	0.0%	419	0.0%	89	0.0%	98	0.0%
Dues, Licenses & Subscriptions	28,564	0.5%	17,519	0.3%	3,428	0.1%	7,617	0.1%
EMR System	-	-	-	-	-	-	-	-
Insurance-All Other	43,149	0.7%	21,105	0.4%	3,752	0.1%	18,291	0.3%
Insurance-Liability	-	-	-	-	-	-	-	-
Interest-Operating	230	0.0%	181	0.0%	29	0.0%	21	0.0%
Lease/Rent Equipment	1,368	0.0%	949	0.0%	375	0.0%	44	0.0%
Legal	6,791	0.1%	4,017	0.1%	1,530	0.0%	1,243	0.0%
Maintenance-Equipment	-	-	-	-	-	-	-	-
Marketing Other	37,403	0.6%	21,299	0.4%	7,792	0.1%	8,312	0.1%
Meeting Expense	2,989	0.0%	1,758	0.0%	615	0.0%	615	0.0%
Mileage-Non-Patient	9,577	0.2%	4,669	0.1%	1,556	0.0%	3,352	0.1%
Minor Equipment	9,855	0.2%	4,567	0.1%	1,442	0.0%	3,846	0.1%
Miscellaneous	9,783	0.2%	6,464	0.1%	1,922	0.0%	1,398	0.0%
Office Supplies	35,699	0.6%	14,604	0.2%	4,057	0.1%	17,038	0.3%
Other Expenses	1,384	0.0%	969	0.0%	249	0.0%	166	0.0%
Pagers-Non-Patient	288	0.0%	218	0.0%	51	0.0%	19	0.0%
Postage/Mailings	14,826	0.2%	9,409	0.2%	1,996	0.0%	3,421	0.1%
Printing	23,903	0.4%	13,419	0.2%	7,129	0.1%	3,355	0.1%
Service Contracts-Operating	674	0.0%	282	0.0%	146	0.0%	246	0.0%
Telehealth	-	-	-	-	-	-	-	-
Telephone	24,325	0.4%	9,477	0.2%	4,739	0.1%	10,109	0.2%
Training-Groups	21	0.0%	11	0.0%	5	0.0%	4	0.0%
Vehicle Exp-Owned/Lease	537	0.0%	313	0.0%	146	0.0%	78	0.0%
Total	\$ 286,969	4.8%	\$ 154,313	2.6%	\$ 47,007	0.8%	\$ 85,648	1.4%
Facility Related								
Alarm System	\$ 203	0.0%	\$ 117	0.0%	\$ 52	0.0%	\$ 35	0.0%
Cleaning & Paper	5,711	0.1%	3,712	0.1%	1,570	0.0%	428	0.0%
Depreciation-Building	48,310	0.8%	32,642	0.5%	13,057	0.2%	2,611	0.0%
Exterminating	65	0.0%	20	0.0%	7	0.0%	38	0.0%
Insurance-Property	-	-	-	-	-	-	-	-
Interest-Facility	36	0.0%	12	0.0%	4	0.0%	20	0.0%
Landscaping	190	0.0%	55	0.0%	17	0.0%	117	0.0%
Maintenance-Building	2,518	0.0%	896	0.0%	726	0.0%	896	0.0%
Maintenance Salaries	54	0.0%	19	0.0%	15	0.0%	20	0.0%
Other-Facility	160	0.0%	41	0.0%	32	0.0%	86	0.0%
Property Taxes	24	0.0%	7	0.0%	5	0.0%	12	0.0%
Rent	130,965	2.2%	25,300	0.4%	19,347	0.3%	86,318	1.4%
Service Contracts-Facilities	167	0.0%	30	0.0%	22	0.0%	115	0.0%
Utilities	6,990	0.1%	1,219	0.0%	894	0.0%	4,877	0.1%
Total	\$ 195,394	3.3%	\$ 64,070	1.1%	\$ 35,750	0.6%	\$ 95,574	1.6%
Indirect Total	\$ 1,333,757	22.2%	\$ 846,365	14.1%	\$ 172,045	2.9%	\$ 315,347	5.3%
Total Costs	\$ 6,006,031	100.0%	\$ 4,268,134	71.1%	\$ 1,134,102	18.9%	\$ 603,796	10.1%

Organizational	Hospice Patient-Days: 40,000				IP Unit Patient-Days: 7,000				Home Health Patient-Days: 5,000							
	Actual		NPR%		Model		Model NPR%		Actual		NPR%		Model		Model NPR%	
Gross Patient Revenue	\$ 8,940,177	109.1%	\$ 6,329,328	109.1%			\$ 2,088,679	109.1%				\$ 522,170	109.1%			
Revenue Adjustments	(746,483)	-9.1%	(528,483)	-9.1%			(174,399)	-9.1%				(43,600)	-9.1%			
Net Revenue	\$ 8,193,694	100.0%	\$ 5,800,845	100.0%			\$ 1,914,279	100.0%				\$ 478,570	100.0%			100.0%
Service Labor																
RN	\$ 1,018,253	12.4%	\$ 720,887	12.4%	\$ 1,092,945	18.8%	\$ 237,893	12.4%	\$ 865,563	45.2%	\$ 59,473	12.4%	\$ 159,980	33.4%		
LPN	432,717	5.3%	306,348	5.3%	860,853	14.8%	101,095	5.3%	146,242	7.6%	25,274	5.3%	12,902	2.7%		
HHA/CNA	86,867	1.1%	61,499	1.1%	177,234	3.1%	20,295	1.1%	214,013	11.2%	5,074	1.1%	41,285	8.6%		
SW	236,490	2.9%	167,426	2.9%	159,511	2.7%	55,251	2.9%	105,009	5.5%	13,813	2.9%	59,347	12.4%		
Spiritual Care	288,904	3.5%	204,534	3.5%	196,927	3.4%	67,496	3.5%	62,143	3.2%	16,874	3.5%	26,147	5.5%		
Physician/NP	250,124	3.1%	193,031	3.3%	100,433	1.7%	38,062	2.0%	152,187	8.0%	19,031	4.0%	5,161	1.1%		
On-Call	358,171	4.4%	253,572	4.4%	103,118	1.8%	83,679	4.4%	149,809	7.8%	20,920	4.4%	30,964	6.5%		
Admissions	98,862	1.2%	85,916	1.5%	73,620	1.3%	9,415	0.5%	77,122	4.0%	3,531	0.7%	15,482	3.2%		
Bereavement	115,172	1.4%	99,908	1.7%	70,894	1.2%	8,326	0.4%	69,752	3.6%	6,938	1.4%	22,117	4.6%		
Volunteer	62,383	0.8%	49,476	0.9%	70,894	1.2%	10,756	0.6%	41,090	2.1%	2,151	0.4%	24,771	5.2%		
Call Center	19,629	0.2%	14,295	0.2%	66,463	1.1%	3,414	0.2%	329,738	17.2%	1,920	0.4%	25,230	5.3%		
Total	\$ 2,967,572	36.2%	\$ 2,156,892	37.2%	\$ 2,972,892	51.2%	\$ 635,681	33.2%	\$ 2,212,669	115.6%	\$ 174,998	36.6%	\$ 423,386	88.5%		
Patient-Related Expenses																
Ambulance	\$ 24,844	0.3%	\$ 17,589	0.3%	\$ 24,364	0.4%	\$ 5,804	0.3%	\$ 23,546	1.2%	\$ 1,451	0.3%	\$ 1,914	0.4%		
Bio Hazardous	269	0.0%	191	0.0%	580	0.0%	63	0.0%	191	0.0%	16	0.0%	48	0.0%		
Crisis Care Net (Gain)	10,141	0.1%	7,179	0.1%	132,259	2.3%	2,369	0.1%	38,286	2.0%	592	0.1%	2,393	0.5%		
Dietary & Dietary Labor	209,172	2.6%	148,086	2.6%	192,588	3.3%	48,868	2.6%	122,131	6.4%	12,217	2.6%	1,196	0.3%		
DME	219,906	2.7%	166,151	2.9%	243,055	4.2%	34,208	1.8%	11,486	0.6%	19,547	4.1%	17,324	3.6%		
ER	681	0.0%	482	0.0%	5,801	0.1%	159	0.0%	23,928	1.3%	40	0.0%	479	0.1%		
Food & Kitchen Labor	2,594	0.0%	1,837	0.0%	29,004	0.5%	606	0.0%	39,243	2.1%	152	0.0%	3,446	0.7%		
Imaging	19,165	0.2%	13,568	0.2%	19,723	0.3%	4,478	0.2%	1,340	0.1%	1,119	0.2%	1,579	0.3%		
Lab	328	0.0%	232	0.0%	24,364	0.4%	77	0.0%	2,871	0.2%	19	0.0%	861	0.2%		
Linen	2,431	0.0%	1,721	0.0%	43,506	0.8%	568	0.0%	25,651	1.3%	142	0.0%	4,307	0.9%		
Medical Supplies	5,857	0.1%	4,146	0.1%	97,454	1.7%	1,368	0.1%	43,454	2.3%	342	0.1%	6,221	1.3%		
Mileage	286,689	3.5%	204,364	3.5%	282,501	4.9%	65,746	3.4%	72,934	3.8%	16,579	3.5%	11,246	2.4%		
Mobile Phone	21,042	0.3%	14,897	0.3%	13,922	0.2%	4,916	0.3%	14,357	0.8%	1,229	0.3%	1,101	0.2%		
Other	117	0.0%	83	0.0%	116,017	2.0%	27	0.0%	11,869	0.6%	7	0.0%	24,886	5.2%		
Outpatient	129,950	1.6%	92,000	1.6%	26,684	0.5%	30,360	1.6%	32,160	1.7%	7,590	1.6%	2,106	0.4%		
Oxygen - IP Unit Only	4,467	0.1%	3,162	0.1%	580	0.0%	1,044	0.1%	9,380	0.5%	261	0.1%	3,350	0.7%		
Pagers	4,882	0.1%	3,456	0.1%	4,641	0.1%	1,141	0.1%	19,143	1.0%	285	0.1%	383	0.1%		
Pharmacy	647,565	7.9%	504,498	8.7%	812,118	14.0%	97,888	5.1%	93,991	4.9%	45,179	9.4%	38,860	8.1%		
Therapies PT/OT/ST	122,718	1.5%	86,880	1.5%	17,403	0.3%	28,670	1.5%	9,571	0.5%	7,168	1.5%	3,015	0.6%		
Therapies PT/OT/ST Labor	1,006	0.0%	810	0.0%	97,454	1.7%	147	0.0%	7,657	0.4%	49	0.0%	2,871	0.6%		
Therapies Chemo	193	0.0%	137	0.0%	23,203	0.4%	45	0.0%	15,314	0.8%	11	0.0%	4,307	0.9%		
Therapies IV/Biol and Other	286	0.0%	203	0.0%	29,004	0.5%	67	0.0%	17,229	0.9%	17	0.0%	1,914	0.4%		
Pass-Through Net (Gain)	-	-	-	-	506,994	8.7%	-	-	3,829	0.2%	-	-	3,876	0.8%		
Contract Physician Net (Gain)	-	-	-	-	-	-	-	-	-	-	-	-	-	-		
Consulting Physician Net (Gain)	(3,722)	0.0%	(2,635)	0.0%	-	-	(869)	0.0%	-	-	(218)	0.0%	-	-		
Contract GIP Net (Gain)	(1,672)	0.0%	(1,198)	0.0%	-	-	(375)	0.0%	-	-	(99)	0.0%	-	-		
Respite Net (Gain)	989	0.0%	714	0.0%	-	-	216	0.0%	-	-	59	0.0%	-	-		
Room & Board Net (Gain)	(5,195)	-0.1%	(3,678)	-0.1%	-	-	(1,214)	-0.1%	-	-	(304)	-0.1%	-	-		
Total	\$ 1,704,703	20.8%	\$ 1,264,876	21.8%	\$ 2,743,220	47.3%	\$ 326,376	17.0%	\$ 639,561	33.4%	\$ 113,451	23.7%	\$ 137,685	28.8%		
Total Labor & Patient-Related Costs	\$ 4,672,274	57.0%	\$ 3,421,769	59.0%	\$ 5,716,112	98.5%	\$ 962,057	50.3%	\$ 2,852,230	149.0%	\$ 288,449	60.3%	\$ 561,071	117.2%		
Contribution Margin	\$ 3,521,420	43.0%	\$ 2,379,077	41.0%	\$ 84,733	1.5%	\$ 952,222	49.7%	\$ (937,951)	-49.0%	\$ 190,121	39.7%	\$ (82,501)	-17.2%		
Total Indirect Costs	\$ 1,333,757	44.8%	\$ 846,365	14.6%	\$ 846,365	14.6%	\$ 172,045	9.0%	\$ 172,045	9.0%	\$ 315,347	65.9%	\$ 315,347	65.9%		
Total Costs	\$ 6,006,031	101.8%	\$ 4,268,134	73.6%	\$ 6,562,477	113.1%	\$ 1,134,102	59.2%	\$ 3,024,275	158.0%	\$ 603,796	126.2%	\$ 876,418	183.1%		
Net Gain or Loss	\$ 2,187,663	-1.8%	\$ 1,532,712	26.4%	\$ (6,562,477)	-13.1%	\$ 780,177	40.8%	\$ (3,024,275)	-58.0%	\$ (125,226)	-26.2%	\$ (876,418)	-83.1%		

Financial Model Based on E
Sunny Day Hospice
YTD December 2023

Gross Patient Revenue
Revenue Adjustments
Net Revenue
Service Labor
RN
LPN
HHA/CNA
SW
Spiritual Care
Physician/NP
On-Call
Admissions
Bereavement
Volunteer
Call Center
Total
Patient-Related Expenses
Ambulance
Bio Hazardous
Crisis Care Net (Gain)
Dietary & Dietary Labor
DME
ER
Food & Kitchen Labor
Imaging
Lab
Linen
Medical Supplies
Mileage
Mobile Phone
Other
Outpatient
Oxygen - IP Unit Only
Pagers
Pharmacy
Therapies PT/OT/ST
Therapies PT/OT/ST Labor
Therapies Chemo
Therapies IV/Biol and Other
Pass-Through Net (Gain)
Contract Physician Net (Gain)
Consulting Physician Net (Gain)
Contract GIP Net (Gain)
Respite Net (Gain)
Room & Board Net (Gain)
Total
Total Labor & Patient-Related Costs
Contribution Margin
Total Indirect Costs
Total Costs
Net Gain or Loss

Statistical Modeling

Sunny Day Hospice
 YTD December 2023
 Actual Benefits 29.63%
 Model Benefits 28.68%
 Hours Per Year 2080



Calculated Annual Working Days			
Annual Days	Less Weekends	Less Vacation & Sick	Total
365	104	11	250

Actual Patient-Days		40,000	Actual ADC	110	Actual Patient-Day Amount	\$ 145.02
Annual Model Patient-Days		51,100	Model ADC	140	Model Patient-Day Amount	\$ 120.00

Hospice - Hospice																			
Average Hourly Rate	FTEs for 1 Position	Caseload Ratio	Computed Caseload	Model Weekly Visits	Computed Weekly Visits	Model Visit Duration	Computed Visit Duration	FTE Number of Annual Visits	Computed FTEs	FTEs	Computed Avg Direct Time per Day	Computed Coordination Time per Day	Calculated Amount	Calculated NPR%	NPR% Adjust	Model NPR%	Actual NPR%	Actual Amount	
Net Patient Revenue													\$ 6,132,000		100.00%		\$ 5,800,845		
Service Labor																			
RN	\$ 37.00	-	12.0	15.2	20.0	19.9	60.0	160.0	995	7.2	11.7	10.6	-2.6	\$ 1,155,339	18.8%	-	18.8%	12.4%	\$ 720,887
LPN	34.00	-	14.0	32.8	28.0	40.2	85.0	128.6	2,009	3.3	10.0	17.2	-9.2	909,996	14.8%	-	14.8%	5.3%	306,348
HHA/CNA	15.00	-	30.0	72.1	22.0	126.1	65.0	72.0	6,306	1.5	4.7	30.3	-22.3	187,352	3.1%	-	3.1%	1.1%	61,499
SW	27.00	-	60.0	47.7	15.0	25.0	75.0	80.0	1,251	2.3	2.3	6.7	1.3	168,617	2.7%	-	2.7%	2.9%	167,426
Spiritual Care	25.00	-	45.0	36.1	26.0	9.5	55.0	72.0	474	3.0	3.1	2.3	5.7	208,169	3.4%	-	3.4%	3.5%	204,534
Physician/NP	34.00	-	120.0	52.0	10.0	9.1	30.0	120.0	455	2.1	1.2	3.6	4.4	106,166	1.7%	-	1.7%	3.3%	193,031
On-Call	32.00	-	110.0	37.3	27.0	13.1	90.0	90.0	653	2.9	1.3	3.9	4.1	109,005	1.8%	-	1.8%	4.4%	253,572
Admissions	27.00	-	130.0	92.9	10.0	97.5	84.0	62.0	4,875	1.2	1.1	20.2	-12.2	77,823	1.3%	-	1.3%	1.5%	85,916
Bereavement	28.00	-	140.0	82.8	15.0	14.5	65.0	54.0	725	1.3	1.0	2.6	5.4	74,941	1.2%	-	1.2%	1.7%	99,908
Volunteer	20.00	-	100.0	119.4	20.0	2.9	70.0	64.3	146	0.9	1.4	0.6	7.4	74,941	1.2%	-	1.2%	0.9%	49,476
Call Center	15.00	-	80.0									8.0		70,257	1.1%	-	1.1%	0.2%	14,295
Total										39.4				\$ 3,142,607	51.2%	-	51.2%	37.2%	\$ 2,156,892

Actual Patient-Days		7,000	Actual ADC	19	Actual Patient-Day Amount	\$ 273.47
Annual Model Patient-Days		6,570	Model ADC	18	Model Patient-Day Amount	\$ 737.88

IP Unit - IP Unit																			
Average Hourly Rate	FTEs for 1 Position	Bed Caseload	Computed Caseload	Model Weekly Visits	Computed Weekly Visits	Model Visit Duration	Computed Visit Duration	FTE Number of Annual Visits	Computed FTEs	FTEs	Computed Avg Direct Time per Day	Computed Coordination Time per Day	Calculated Amount	Calculated NPR%	NPR% Adjust	Model NPR%	Actual NPR%	Actual Amount	
Net Patient Revenue													\$ 4,847,872		100.00%		\$ 1,914,279		
Service Labor																			
RN	\$ 35.00	7.8	6.0	59.3	21.0	190.2	68.0	18.7	9,510	0.3	23.4	11.9	-3.9	\$ 2,192,021	45.2%	-	45.2%	12.4%	\$ 237,893
LPN	30.00	8.2	32.0	125.8	23.0	306.9	70.0	21.9	15,345	0.2	4.6	22.4	-14.4	370,355	7.6%	-	7.6%	5.3%	101,095
HHA/CNA	18.00	5.0	8.0	229.3	25.0	458.6	78.0	72.0	22,932	0.1	11.3	110.1	-102.1	541,983	11.2%	-	11.2%	1.1%	20,295
SW	23.00	6.0	25.0	129.2	27.0	64.6	82.0	110.0	3,229	0.1	4.3	23.7	-15.7	265,933	5.5%	-	5.5%	2.9%	55,251
Spiritual Care	21.00	7.0	45.0	112.6	29.0	4.8	84.0	80.0	241	0.2	2.8	1.3	6.7	157,376	3.2%	-	3.2%	3.5%	67,496
Physician/NP	12.00	8.0	12.0	130.4	30.0	8.2	60.0	24.0	408	0.1	12.0	0.7	7.3	385,410	8.0%	-	8.0%	2.0%	38,062
On-Call	28.00	9.0	32.0	155.7	40.0	58.8	62.0	52.9	2,941	0.1	5.1	10.4	-2.4	379,388	7.8%	-	7.8%	4.4%	83,679
Admissions	30.00	10.0	74.0	1647.6	31.0	65.9	85.0	66.0	3,295	0.0	2.4	14.5	-6.5	195,309	4.0%	-	4.0%	0.5%	9,415
Bereavement	25.00	11.0	75.0	1708.0	10.0	77.6	65.0	54.0	3,882	0.0	2.6	14.0	-6.0	176,646	3.6%	-	3.6%	0.4%	8,326
Volunteer	18.00	12.0	100.0	1038.5	50.0	51.9	67.0	46.0	2,596	0.0	2.2	8.0	0.0	104,061	2.1%	-	2.1%	0.6%	10,756
Call Center	20.00	13.0	15.0									8.0		835,056	17.2%	-	17.2%	0.2%	3,414
Total										86.3				\$ 5,603,539	115.6%	-	115.6%	33.2%	\$ 635,681

Actual Patient-Days		5,000	Actual ADC	14	Actual Patient-Day Amount	\$ 95.71
Annual Model Patient-Days		6,570	Model ADC	18	Model Patient-Day Amount	\$ 170.00

Home Health - Home Health																			
Average Hourly Rate	FTEs for 1 Position	Caseload Ratio	Computed Caseload	Model Weekly Visits	Computed Weekly Visits	Model Visit Duration	Computed Visit Duration	FTE Number of Annual Visits	Computed FTEs	FTEs	Computed Avg Direct Time per Day	Computed Coordination Time per Day	Calculated Amount	Calculated NPR%	NPR% Adjust	Model NPR%	Actual NPR%	Actual Amount	
Net Patient Revenue													\$ 1,116,900		100.00%		\$ 478,570		
Service Labor																			
RN	\$ 31.00	-	4.0	19.3	15.0	20.2	58.0	62.4	1,011	0.7	4.5	4.2	3.8	\$ 373,366	33.4%	-	33.4%	12.4%	\$ 59,473
LPN	20.00	-	32.0	29.2	18.0	28.6	60.0	55.7	1,432	0.5	0.6	5.3	2.7	30,110	2.7%	-	2.7%	5.3%	25,274
HHA/CNA	10.00	-	5.0	72.8	20.0	10.2	65.0	72.0	510	0.2	3.6	2.4	5.6	96,353	8.6%	-	8.6%	1.1%	5,074
SW	23.00	-	8.0	61.5	30.0	51.7	75.0	70.0	2,583	0.2	2.3	12.1	-4.1	138,507	12.4%	-	12.4%	2.9%	13,813
Spiritual Care	19.00	1.0	15.0	41.6	25.0	1.7	55.0	80.0	87	0.3	1.2	0.5	7.5	61,023	5.5%	-	5.5%	3.5%	16,874
Physician/NP	25.00	-	100.0	48.5	26.0	34.0	62.0	30.0	1,698	0.3	0.2	3.4	4.6	12,044	1.1%	-	1.1%	4.0%	19,031
On-Call	18.00	-	12.0	31.8	30.0	0.4	64.0	66.0	22	0.4	1.5	0.1	7.9	72,264	6.5%	-	6.5%	4.4%	20,920
Admissions	12.00	-	16.0	125.5	32.0	0.9	66.0	72.0	44	0.1	1.1	0.2	7.8	36,132	3.2%	-	3.2%	0.7%	3,531
Bereavement	15.00	-	14.0	79.9	28.0	33.5	68.0	64.0	1,677	0.2	1.3	7.2	0.8	51,617	4.6%	-	4.6%	1.4%	6,938
Volunteer	18.00	-	15.0	309.1	35.0	173.1	70.0	66.0	8,654	0.0	1.2	38.1	-30.1	57,812	5.2%	-	5.2%	0.4%	2,151
Call Center	22.00	-	18.0											58,882	5.3%	-	5.3%	0.4%	1,920
Total										18.4				\$ 988,111	88.5%	-	88.5%	36.6%	\$ 174,998

Visit & Visit-Hour Costs

Sunny Day Hospice
YTD December 2023



Cost Totals by Discipline							Cost Per-Visit by Discipline							Cost Per-Visit Hour by Discipline												
Discipline	Direct Labor Costs	Direct Mileage Costs	Patient-Related Costs	Total Direct Costs	Indirect Costs	Total	Hospice - Hospice							Total	Total with 50% Markup	Hospice - Hospice										
							Direct Discipline Visits	Direct Labor Costs	Direct Mileage Costs	Patient-Related Costs	Pat-Related Costs Adjustment	Total Direct Costs	Indirect Costs			Total	Total with 50% Markup	Direct Discipline Visit Hours	Direct Labor Costs	Direct Mileage Costs	Patient-Related Costs	Pat-Related Costs Adjustment	Total Direct Costs	Indirect Costs	Total	Total with 50% Markup
RN	\$ 720,887	\$ 95,880	\$ 382,671	\$ 1,199,438	\$ 305,399	\$ 1,504,837	7,500	\$ 96.12	\$ 12.78	\$ -	\$ 0.00	\$ 108.90	\$ 40.72	\$ 149.62	\$ 224.43	20,000	\$ 36.04	\$ 4.79	\$ -	\$ 0.00	\$ 40.84	\$ 15.27	\$ 56.11	\$ 84.16		
LPN	306,348	2,073	162,620	471,041	129,782	600,824	7,000	43.76	0.30	\$ -	\$ (0.00)	44.06	18.54	62.60	93.90	15,000	20.42	0.14	\$ -	\$ (0.00)	20.56	8.65	29.21	43.82		
HHA/CNA	61,499	50,495	32,646	144,639	26,054	170,692	10,000	6.15	5.05	\$ -	\$ (0.00)	11.20	2.61	13.80	20.71	12,000	5.12	4.21	\$ -	\$ -	9.33	2.17	11.50	17.26		
SW	167,426	20,011	88,875	276,312	70,929	347,241	3,000	55.81	6.67	\$ -	\$ -	62.48	23.64	86.12	129.18	4,000	41.86	5.00	\$ -	\$ -	46.86	17.73	64.59	96.89		
Spiritual Care	204,534	4,571	108,573	317,679	86,649	404,328	1,500	136.36	3.05	\$ -	\$ (0.00)	139.40	57.77	197.17	295.75	1,800	113.63	2.54	\$ -	\$ -	116.17	48.14	164.31	246.46		
Physician/NP	193,031	349	25,617	218,996	20,444	239,440	1,000	193.03	0.35	\$ -	\$ 0.00	193.38	20.44	213.82	320.74	2,000	96.52	0.17	\$ -	\$ 0.00	96.69	10.22	106.91	160.37		
On-Call	253,572	21,338	134,605	409,515	107,424	516,939	2,000	126.79	10.67	\$ -	\$ -	137.46	53.71	191.17	286.75	3,000	84.52	7.11	\$ -	\$ (0.00)	91.64	35.81	127.44	191.17		
Admissions	85,916	954	45,607	132,477	36,398	168,875	6,000	14.32	0.16	\$ -	\$ (0.00)	14.48	6.07	20.54	30.82	6,200	13.86	0.15	\$ -	\$ -	14.01	5.87	19.88	29.82		
Bereavement	99,908	3,770	53,035	156,712	42,325	199,038	1,000	99.91	3.77	\$ -	\$ -	103.68	42.33	146.00	219.00	900	111.01	4.19	\$ -	\$ -	115.20	47.03	162.23	243.34		
Volunteer	49,476	4,924	26,264	80,663	20,960	101,623	140	353.40	35.17	\$ -	\$ 0.00	388.57	149.72	538.28	807.43	150	329.84	32.82	\$ -	\$ -	362.66	139.73	502.40	753.60		
Total	\$ 2,142,597	\$ 204,364	\$ 1,060,512	\$ 3,407,474	\$ 846,365	\$ 4,253,839	39,140									65,050										

Cost Totals by Discipline							IP Unit - IP Unit							Cost Per-Visit Hour by Discipline												
Discipline	Direct Labor Costs	Direct Mileage Costs	Patient-Related Costs	Total Direct Costs	Indirect Costs	Total	IP Unit - IP Unit							Total	Total with 50% Markup	IP Unit - IP Unit										
							Direct Discipline Visits	Direct Labor Costs	Direct Mileage Costs	Patient-Related Costs	Pat-Related Costs Adjustment	Total Direct Costs	Indirect Costs			Total	Total with 50% Markup	Direct Discipline Visit Hours	Direct Labor Costs	Direct Mileage Costs	Patient-Related Costs	Pat-Related Costs Adjustment	Total Direct Costs	Indirect Costs	Total	Total with 50% Markup
RN	\$ 237,893	\$ 31,640	\$ 102,700	\$ 372,233	\$ 67,793	\$ 440,026	25,000	\$ 9.52	\$ 1.27	\$ -	\$ 0.00	\$ 10.78	\$ 2.71	\$ 13.49	\$ 20.24	7,800	\$ 30.50	\$ 4.06	\$ -	\$ 0.00	\$ 34.56	\$ 8.69	\$ 43.25	\$ 64.87		
LPN	101,095	684	43,643	145,422	28,810	174,232	20,000	5.05	0.03	\$ -	\$ 0.00	5.09	1.44	6.53	9.79	7,300	13.85	0.09	\$ -	\$ 0.00	13.94	3.95	17.89	26.83		
HHA/CNA	20,295	16,663	8,761	45,719	5,783	51,502	10,000	2.03	1.67	\$ -	\$ (0.00)	3.70	0.58	4.27	6.41	12,000	1.69	1.39	\$ -	\$ (0.00)	3.08	0.48	3.56	5.34		
SW	55,251	6,603	23,852	85,706	15,745	101,451	3,000	18.42	2.20	\$ -	\$ -	20.62	5.25	25.87	38.80	5,500	10.05	1.20	\$ -	\$ -	11.25	2.86	14.11	21.16		
Spiritual Care	67,496	1,509	29,139	98,143	19,235	117,378	300	224.99	5.03	\$ -	\$ -	230.02	64.12	294.13	441.20	400	168.74	3.77	\$ -	\$ -	172.51	48.09	220.60	330.90		
Physician/NP	38,062	115	4,108	42,286	2,712	44,997	500	76.12	0.23	\$ -	\$ (0.00)	76.36	5.42	81.78	122.67	200	190.31	0.58	\$ -	\$ 0.00	190.89	13.56	204.45	306.67		
On-Call	83,679	7,042	36,125	126,845	23,846	150,692	3,400	24.61	2.07	\$ -	\$ -	26.68	7.01	33.70	50.54	3,000	27.89	2.35	\$ -	\$ -	30.24	7.95	38.19	57.28		
Admissions	9,415	105	4,065	13,585	2,683	16,268	400	23.54	0.26	\$ -	\$ -	23.80	6.71	30.51	45.76	440	21.40	0.24	\$ -	\$ 0.00	21.64	6.10	27.73	41.60		
Bereavement	8,326	314	3,594	12,234	2,373	14,607	500	16.65	0.63	\$ -	\$ -	17.28	4.75	22.02	33.04	450	18.50	0.70	\$ -	\$ -	19.20	5.27	24.47	36.71		
Volunteer	10,756	1,070	4,643	16,469	3,065	19,534	600	17.93	1.78	\$ -	\$ -	19.71	5.11	24.82	37.23	460	23.38	2.33	\$ -	\$ 0.00	25.71	6.66	32.37	48.56		
Total	\$ 632,267	\$ 65,746	\$ 260,630	\$ 958,643	\$ 172,045	\$ 1,130,688	63,700									37,550										

Cost Totals by Discipline							Home Health - Home Health							Cost Per-Visit Hour by Discipline												
Discipline	Direct Labor Costs	Direct Mileage Costs	Patient-Related Costs	Total Direct Costs	Indirect Costs	Total	Home Health - Home Health							Total	Total with 50% Markup	Home Health - Home Health										
							Direct Discipline Visits	Direct Labor Costs	Direct Mileage Costs	Patient-Related Costs	Pat-Related Costs Adjustment	Total Direct Costs	Indirect Costs			Total	Total with 50% Markup	Direct Discipline Visit Hours	Direct Labor Costs	Direct Mileage Costs	Patient-Related Costs	Pat-Related Costs Adjustment	Total Direct Costs	Indirect Costs	Total	Total with 50% Markup
RN	\$ 59,473	\$ 7,910	\$ 33,287	\$ 97,233	\$ 108,360	\$ 205,593	750	\$ 79.30	\$ 10.55	\$ -	\$ 0.00	\$ 89.84	\$ 144.48	\$ 234.32	\$ 351.49	780	\$ 76.25	\$ 10.14	\$ -	\$ 0.00	\$ 86.39	\$ 138.92	\$ 225.31	\$ 337.97		
LPN	25,274	171	14,146	44,222	46,049	90,271	700	36.11	0.24	\$ -	\$ -	36.35	65.78	102.13	153.20	650	38.88	0.26	\$ -	\$ -	39.15	70.84	109.99	164.98		
HHA/CNA	5,074	4,166	2,840	14,519	9,244	23,763	100	50.74	41.66	\$ -	\$ -	92.39	92.44	184.84	277.25	120	42.28	34.71	\$ -	\$ 0.00	77.00	77.03	154.03	231.04		
SW	13,813	1,651	7,731	23,195	25,167	48,362	600	23.02	2.75	\$ -	\$ (0.00)	25.77	41.94	67.72	101.58	700	19.73	2.36	\$ -	\$ -	22.09	35.95	58.04	87.06		
Spiritual Care	16,874	377	9,444	26,695	30,744	57,439	30	562.47	12.57	\$ -	\$ 0.00	575.04	1,024.81	1,599.85	2,399.78	40	421.85	9.43	\$ -	\$ 0.00	431.28	768.61	1,199.89	1,799.83		
Physician/NP	19,031	29	10,652	29,712	34,675	64,387	500	38.06	0.06	\$ -	\$ -	38.12	69.35	107.47	161.20	250	76.12	0.12	\$ -	\$ -	76.24	138.70	214.94	322.41		
On-Call	20,920	1,760	11,709	34,389	38,116	72,505	10	2,091.97	176.04	\$ -	\$ -	2,268.01	3,811.56	6,079.57	9,119.35	11	1,901.79	160.04	\$ -	\$ -	2,061.83	3,465.05	5,526.88	8,290.32		
Admissions	3,531	39	1,976	5,546	6,433	11,979	5	706.16	7.84	\$ -	\$ (0.00)	714.00	1,286.61	2,000.61	3,000.92	6	588.46	6.54	\$ -	\$ 0.00	595.00	1,072.18	1,667.18	2,500.77		
Bereavement	6,938	262	3,883	11,083	12,641	23,724	300	23.13	0.87	\$ -	\$ (0.00)	24.00	42.14	66.14	99.20	320	21.68	0.82	\$ -	\$ -	22.50	39.50	62.00	93.00		
Volunteer	2,151	214	1,204	3,569	3,919	7,488	400	5.38	0.54	\$ -	\$ -	5.91	9.80	15.71	23.57	440	4.89	0.49	\$ -	\$ -	5.38	8.91	14.28	21.42		
Total	\$ 173,078	\$ 16,579	\$ 96,872	\$ 286,529	\$ 315,347	\$ 601,876	3,395									3,317										

Physician Factor	
25%	Hospice Physician Factor
25%	IP Unit Physician Factor
100%	Home Health Physician Factor

Discipline	Total Number of Visits by Discipline			Total Visit-Hours by Discipline			Computed Weekly Visits by Discipline		
	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
RN	7,500	25,000	750	20,000	7,800	780	19.9	190.2	20.2
LPN	7,000	20,000	700	15,000	7,300	650	40.2	306.9	28.6
HHA/CNA	10,000	10,000	100	12,000	12,000	120	126.1	458.6	10.2
SW	3,000	3,000	600	4,000	5,500	700	25.0	64.6	51.7
Spiritual Care	1,500	300	30	1,800	400	40	9.5	4.8	1.7
Physician/NP	1,000	500	500	2,000	200	250	9.1	8.2	34.0
On-Call	2,000	3,400	10	3,000	3,000	11	13.1	58.8	0.4
Admissions	6,000	400	5	6,200	440	6	97.5	65.9	0.9
Bereavement	1,000	500	300	900	450	320	14.5	77.6	33.5
Volunteer	140	600	400	150	460	440	2.9	51.9	173.1
Total	39,140	63,700	3,395	65,050	37,550	3,317			

Discipline	Computed Visit Duration			Computed Weekly Visits per Patient			Computed Weekly Visit-Hours per Patient		
	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
RN	2:40	0:18	1:02	1.3	25.0	1.1	3:30	7:48	1:05
LPN	2:08	0:21	0:55	1.2	20.0	1.0	2:37	7:18	0:54
HHA/CNA	1:12	1:12	1:12	1.8	10.0	0.1	2:06	12:00	0:10
SW	1:20	1:50	1:10	0.5	3.0	0.8	0:42	5:30	0:58
Spiritual Care	1:12	1:20	1:20	0.3	0.3	0.0	0:18	0:24	0:03
Physician/NP	2:00	0:24	0:30	0.2	0.5	0.7	0:21	0:12	0:21
On-Call	1:30	0:52	1:06	0.4	3.4	0.0	0:31	3:00	0:00
Admissions	1:02	1:06	1:12	1.1	0.4	0.0	1:05	0:26	0:00
Bereavement	0:54	0:54	1:04	0.2	0.5	0.4	0:09	0:27	0:26
Volunteer	1:04	0:46	1:06	0.0	0.6	0.6	0:01	0:27	0:36
Total				6.8	63.7	4.8	11:23	13:33	4:38

Discipline	Total Cost per Visit			Total Cost per Visit-Hour			Computed Cost per Patient per Week		
	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health	Hospice	IP Unit	Home Health
RN	\$ 224.43	\$ 20.24	\$ 351.49	\$ 84.16	\$ 64.87	\$ 337.97	\$ 294.57	\$ 505.99	\$ 369.06
LPN	93.90	9.79	153.20	43.82	26.83	164.98	115.03	195.88	150.14
HHA/CNA	20.71	6.41	277.25	17.26	5.34	231.04	36.24	64.11	38.82
SW	129.18	38.80	101.58	96.89	21.16	87.06	67.82	116.40	85.32
Spiritual Care	295.75	441.20	2,399.78	246.46	330.90	1,799.83	77.64	132.36	100.79
Physician/NP	320.74	122.67	161.20	160.37	306.67	322.41	56.13	61.33	112.84
On-Call	286.75	50.54	9,119.35	191.17	57.28	8,290.32	100.36	171.85	127.67
Admissions	30.82	45.76	3,000.92	29.82	41.60	2,500.77	32.36	18.30	21.01
Bereavement	219.00	33.04	99.20	243.34	36.71	93.00	38.33	16.52	41.67
Volunteer	807.43	37.23	23.57	753.60	48.56	21.42	19.78	22.34	13.20
Total							\$ 838.25	\$ 1,305.09	\$ 1,060.51

Balance Sheet Analysis

Sunny Day Hospice
YTD December 2023



			Amounts		%		Ratios		Good Ratios		
Assets											
Petty Cash	\$	1,656		0.0%			Quick Ratio	0.87	Approximately 2.0		
Operating Accounts		23,820,616		41.6%			<i>Measures the ability to pay current liabilities for cash and near-cash items.</i>				
Accounts Receivable-Patient Accounts		19,903,137		34.7%			Days in Accounts Receivable (Quick Method)	878.24	Between 45 and 60		
Allowance for Doubtful Accounts		(110,401)		-0.2%			<i>Measures the average length in days of outstanding receivables for the period of time being reported.</i>				
Grants Receivable		90,559		0.2%			Accounts Receivable Turnover	0.42			
Pledges Receivable		3,148,518		5.5%			<i>Patient-Related Revenue and Pass-Through Income divided by the net of Accounts Receivable-Patient Accounts and Allowance for Doubtful Accounts.</i>				
Other Receivable		72,047		0.1%			Operational Efficiency	0.14	Greater than 2.0		
Due From		62,053		0.1%			<i>Indicates how efficiently an enterprise utilizes its assets. Is only useful for a 12 month period.</i>				
Short-Term Investments		2,208,000		3.9%			Debt to Equity	\$ 19.36	Less than 0.25		
Inventory		274,725		0.5%			<i>Measures leverage.</i>				
Prepaid Expense		481,445		0.8%			Debt to Equity (Long-Term)	\$ 16.70			
Prepaid Insurance		11		0.0%			<i>Exclusions</i>				
Deposits		21,667		0.0%				\$ 7,473,871			
Long-Term Investments		710,859		1.2%			Days of Cash on Hand	1594.6	Between 180 and 270 days		
Investments-Valuation Allowance		44		0.0%			<i>Measures ability to operate without additional cash.</i>				
Fixed Assets		77		0.0%			Debt to EBITDA	\$ 24.36			
Land		114,816		0.2%							
Land Improvements		156,515		0.3%							
Buildings		2,340,268		4.1%							
Leasehold Improvements		817		0.0%							
Fixed Equipment		197,286		0.3%							
Automobiles & Trucks		491,280		0.9%							
Major Moveable		44		0.0%							
Minor Equipment (nondepreciable)		497		0.0%							
Restricted Assets		9,736,665		17.0%							
Other Fixed Assets		375		0.0%							
Accumulated Depreciation		486		0.0%							
Land Improvements-Accumulated Depreciation		(52,020)		-0.1%							
Buildings-Accumulated Depreciation		(222,445)		-0.4%							
Leasehold Improvements-Accumulated Depreciation		(711,164)		-1.2%							
Fixed Equipment-Accumulated Depreciation		(5,447,854)		-9.5%							
Automobiles & Trucks-Accumulated Depreciation		5,498		0.0%							
Major Moveable-Accumulated Depreciation		3,908		0.0%							
Restricted Assets-Accumulated Depreciation		(2,120)		0.0%							
Other Assets		11,395		0.0%							
Total		\$ 57,309,262		100.0%							
Liabilities											
Accounts Payable	\$	7,475,328		-13.0%			Days in Accounts Payable	1070.10			
Unvouchered Accounts Payable-Reverse Mon		(1,457)		0.0%			<i>The average length in days of outstanding payables for the period of time being reported.</i>				
Due To		423,373		-0.7%			Accounts Payable Turnover	0.34			
Accrued Contract IP Beds		(144)		0.0%			<i>Measures how liquid AP is for the current year.</i>				
Accrued Nursing Home Room & Board		(132)		0.0%							
Accrued Payroll		2,297,677		-4.0%							
Accrued Vacation Payable		607		0.0%							
Accrued PTO-Paid Time Off		4,913		0.0%							
PR Withholding Payable-Federal Taxes		(752)		0.0%							
PR Withholding Payable-State Taxes		74,679		-0.1%							
PR Withholding Payable-FICA/SS Taxes		158,822		-0.3%							
PR Withholding Payable-SUI Taxes		3,281,274		-5.7%							
PR Withholding Payable-Other Taxes		5,850		0.0%							
PR Deduction-Health Insurance		3,472,701		-6.1%							
PR Deduction-Dental		3,664,127		-6.4%							
PR Deduction-Life Insurance		521,364		-0.9%							
PR Deduction-TSA		1,228,805		-2.1%							
PR Deduction-Garnished Wages		690,404		-1.2%							
PR Deduction-Reimbursement Account		10,160,519		-17.7%							
PR Deduction-Child/Spouse Life		162,133		-0.3%							
PR Deduction-Long Term Care		607,331		-1.1%							
PR Deduction-Miscellaneous		9,843,821		-17.2%							
PR Deduction-401(k)		4,046,981		-7.1%							
Flex Benefit Claims Payable		4,238,408		-7.4%							
Other Current Liabilities		20,702		0.0%							
Unearned Income		846,644		-1.5%							
Long-Term Liability		1,269,915		-2.2%							
Total		\$ 54,493,893		-95.1%							
Fund Balance											
Fund Balance/Retained Earnings	\$	16,632,176		-29.0%							
Temporarily Restricted		2,440,573		-4.3%							
Permanently Restricted		(18,170,382)		31.7%							
Current Period Net Income		1,913,003		-3.3%							
Total		\$ 2,815,369		-4.9%							
Total Liabilities and Fund Balance		\$ 57,309,262		-100.0%							

Statement of Financial Condition

Sunny Day Hospice

YTD December 2023



Assets

Petty Cash	\$	1,656
Operating Accounts		23,820,616
Accounts Receivable-Patient Accounts		19,903,137
Allowance for Doubtful Accounts		(110,401)
Grants Receivable		90,559
Pledges Receivable		3,148,518
Other Receivable		72,047
Due From		62,053
Short-Term Investments		2,208,000
Inventory		274,725
Prepaid Expense		481,445
Prepaid Insurance		11
Deposits		21,667
Long-Term Investments		710,859
Investments-Valuation Allowance		44
Fixed Assets		77
Land		114,816
Land Improvements		156,515
Buildings		2,340,268
Leasehold Improvements		817
Fixed Equipment		197,286
Automobiles & Trucks		491,280
Major Moveable		44
Minor Equipment (nondepreciable)		497
Restricted Assets		9,736,665
Other Fixed Assets		375
Accumulated Depreciation		486
Land Improvements-Accumulated Depreciated		(52,020)
Buildings-Accumulated Depreciation		(222,445)
Leasehold Improvements-Accumulated Depreciation		(711,164)
Fixed Equipment-Accumulated Depreciation		(5,447,854)
Automobiles & Trucks-Accumulated Depreciation		5,498
Major Moveable-Accumulated Depreciation		3,908
Restricted Assets-Accumulated Depreciation		(2,120)
Other Assets		11,395
Total	\$	57,309,262

Liabilities

Accounts Payable	\$	7,475,328
Unvouchered Accounts Payable		(1,457)
Due To		423,373
Accrued Contract IP Beds		(144)
Accrued Nursing Home Room & Board		(132)
Accrued Payroll		2,297,677
Accrued Vacation Payable		607
Accrued PTO-Paid Time Off		4,913
Payroll Withholdings		3,519,872
Payroll Deductions		38,636,595
Other Current Liabilities		20,702
Unearned Income		846,644
Long-Term Liability		1,269,915
Total	\$	54,493,893

Fund Balance

Fund Balance/Retained Earnings	\$	16,632,176
Temporarily Restricted		2,440,573
Permanently Restricted		(18,170,382)
Current Period Net Income (Loss)		1,913,003
Total	\$	2,815,369

Total Liabilities and Fund Balance

\$ 57,309,262

Statement of Income
Sunny Day Hospice
YTD December 2023



	Total	% of Net Patient Revenue	Consolidated Hospice	Consolidated IP Unit	Consolidated Home Health	Other Programs	Indirect/ Corporate
Revenues:							
Medicare	\$ 8,021,086	97.9%	\$ 5,678,645	\$ 1,873,953	\$ 468,488		
Medicaid	492,514	6.0%	348,683	115,065	28,766		
Commercial Ins.	398,709	4.9%	282,272	93,150	23,287		
Self-Pay	22,325	0.3%	15,805	5,216	1,304		
Physician/NP	-	-	-	-	-		
Other	5,543	0.1%	3,924	1,295	324		
Revenue Adjustments	(746,483)	-9.1%	(528,483)	(174,399)	(43,600)		
Total	\$ 8,193,694	100.0%	\$ 5,800,845	\$ 1,914,279	\$ 478,570		
Expenses:							
Payroll-Related							
Salaries	\$ 2,905,513	35.5%	\$ 1,516,977	\$ 452,110	\$ 125,054	\$ 223,694	\$ 587,678
Contract Labor	687,723	8.4%	421,591	105,015	35,232	-	125,886
Benefits	860,880	10.5%	449,468	133,956	37,053	66,279	174,124
Total	\$ 4,454,116	54.4%	\$ 2,388,036	\$ 691,081	\$ 197,339	\$ 289,972	\$ 887,688
Patient Related Expenses							
Ambulance	\$ 24,844	0.3%	\$ 17,589	\$ 5,804	\$ 1,451		
Bio Hazardous	269	0.0%	191	63	16		
Crisis Care Net (Gain)	5,125	0.1%	3,628	1,197	299		
DME	117,926	1.4%	89,100	18,344	10,482		
ER & Outpatient	130,631	1.6%	92,482	30,519	7,630		
Food, Dietary & Linen	118,992	1.5%	84,242	27,800	6,950		
Labs & Imaging	19,493	0.2%	13,800	4,554	1,139		
Medications	541,887	6.6%	422,168	81,913	37,806		
Medical Supplies	5,857	0.1%	4,146	1,368	342		
Mileage	286,689	3.5%	204,364	65,746	16,579		
Mobile Phone & Pagers	25,924	0.3%	18,353	6,057	1,514		
Oxygen - IP Unit Only	4,467	0.1%	3,162	1,044	261		
Other Expenses	117	0.0%	83	27	7		
Therapies	123,197	1.5%	87,219	28,782	7,196		
Pass-Through Net (Gain)	(9,600)	-0.1%	(6,796)	(2,243)	(561)		
Total	\$ 1,395,819	17.0%	\$ 1,033,732	\$ 270,976	\$ 91,110		
Total Direct Expense	\$ 5,849,935	71.4%	\$ 3,421,769	\$ 962,057	\$ 288,449	\$ 289,972	\$ 887,688
Facility-Related Expenses							
Depreciation-Building	\$ 48,310	0.6%					\$ 48,310
Insurance	-	-					-
Maintenance	9,039	0.1%					9,039
Rent & Interest	131,001	1.6%					131,001
Utilities	6,990	0.1%					6,990
Total	\$ 195,340	2.4%					\$ 195,340
Administrative Expenses							
Accounting, Consulting & Legal	\$ 24,161	0.3%					\$ 24,161
Computers, Copier & Equipment	18,675	0.2%					18,675
Continuing Education	6,826	0.1%					6,826
Depreciation-Major Moveable	607	0.0%					607
Dues, License & Subscriptions	28,564	0.3%					28,564
Insurance	43,149	0.5%					43,149
Marketing	37,403	0.5%					37,403
Office Supplies	35,699	0.4%					35,699
Other	14,552	0.2%					14,552
Postage & Printing	38,728	0.5%					38,728
Telecommunications	26,020	0.3%					26,020
Telehealth	-	-					-
Training, Meetings & Mileage	12,587	0.2%					12,587
Total	\$ 286,969	3.5%					\$ 286,969
Extracurricular Programs							
Extracurricular Programs Costs	\$ 300,690	3.7%				\$ 300,690	
Additional							
CAP Coverage	\$ -	-					\$ -
Corporate Tax	-	-					-
Total	\$ -	-					\$ -
Total Expenses	\$ 6,632,934	81.0%	\$ 3,421,769	\$ 962,057	\$ 288,449	\$ 590,663	\$ 1,369,997
Operating Income (Loss)	\$ 1,560,760	19.0%	\$ 2,379,077	\$ 952,222	\$ 190,121	\$ (590,663)	\$ (1,369,997)
Non-Operating Income (Expenses):							
Development Costs	\$ (122,764)	-1.5%					\$ (122,764)
Interest & Investment	9,068	0.1%					9,068
Support & Fundraising	465,939	5.7%					465,939
Total	\$ 352,243	4.3%					\$ 352,243
Net Income (Loss)	\$ 1,913,003	23.3%	\$ 2,379,077	\$ 952,222	\$ 190,121	\$ (590,663)	\$ (1,017,754)

Control Total: \$ 1,913,003
Difference: \$ -