

# SOUTHERN INYO HEALTHCARE DISTRICT

## Regular Meeting of the Board of Directors Minutes

Date: Tuesday, August 11, 2020

Time: 4:30 p.m.

Due to the COVID-19 state of emergency, the Board of Directors will conduct this meeting via video and tele-conference. A physical location will not be available to the public. You may participate in the meeting by using the call in number specified in this Notice of Meeting. If you wish to speak to an item on the agenda, please inform the Board Chair when she asks for public comment. The Board's normal rules for public comment apply: speakers are limited to 3 minutes per item. You may also email comments to [mperkins@sihd.org](mailto:mperkins@sihd.org) prior to the start of the meeting, and your comment(s) will be distributed to the directors at the meeting.

If you need special assistance to participate in the meeting, please contact Maritza Perkins at 760-876-2210, and the District will attempt to accommodate your need.

### Participate by using the following:

Call-In # 310-747-3280

Access 4506953

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## MINUTES

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### PRESENT

Jaque Hickman, President  
Charles Carson, Vice President  
Bruce Branson, Treasurer

### ABSENT

Carma Roper, Secretary  
Mark Lacey, Director

### OTHER

Peter Spiers, CEO  
Maritza Perkins, Executive Assistant  
Anita Sonke, AP  
Leigh McLendon, AP  
Ron Ostrom, MD  
Scott Nave, Legal Counsel (via phone)  
Jody Mills, PIC  
Raychel Hosch  
Colleen Wilson, RN  
Fred Hawkins, Ridgecrest Regional (via phone)

#### Board of Directors:

Jaqueline Hickman  
President

Charles Carson  
Vice President

Carma Roper  
Secretary

Bruce Branson  
Treasurer

Mark Lacey  
Director

## I. CALL TO ORDER

The meeting was called to order at 4:30 p.m.

Treasurer Branson moved to approve the August 11, 2020 agenda. Vice President Carson seconded. All approved.

## II. BUSINESS ITEMS

### A. Discussion regarding future of Southern Inyo Hospital facilities. (President/Attorney)

Scott Nave, Legal Counsel stated that the future is looking bright for SIHD. As reported last month, the court has approved the districts bankruptcy plan. The district has been making payments to certain creditors under the plan.

**B. Consent Agenda:** These items are considered routine and non-controversial and will be approved by one motion. If a member of the Board or public wishes to discuss an item, it will removed from Consent and considered separately at the end of Business Items.

#### 1. Approval of Minutes

- a. Regular Board Minutes 05/12/2020
- b. Special Board Minutes 06/03/2020

#### 2. Approval of Policies and Procedures

##### a. Rehabilitation

- 1. PT 204 Evaluation, Discharge, Plan of Care, Recertification, and Daily Note Guidelines for all referrals.
- 2. PT 206 Discharge Criteria
- 3. PT 208 Staffing of Rehabilitation Dept.
- 4. PT 209 Patient Instruction

#### 3. Approval of Medical Staff Privileges

- a. Janice Kezirian, MD, 90 Days Temporary Medical Staff Privileges
- b. Michael Blue, MD, 90 Days Temporary Medical Staff Privileges
- c. Bobby Pourziaee, Extended Medical Staff Privileges

**ACTION:** Treasurer Branson moved to approve the consent agenda as presented on August 11, 2020 agenda. Vice President Carson seconded. All Approved.

### C. Resolution 20-3 Delegation of Authority to Approve Revenue Bond Term Sheet

Scott Nave stated that the district has sent out a request for term sheets from the banks. The bank will reply and when the district signs that term sheet, SIHD can start the legal process. We can then get together to create the final agreement for issuance of revenue bonds.

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The term sheet is not a binding document. At this time, SIHD is not asking the board of directors to give the CEO the authorization to approve and sign the final terms of the revenue bonds issuance. This is a simple intermediate step to start the legal process.

**ACTION:** Treasurer Branson moved to approve Resolution 20-3 Delegation of Authority to Approve Revenue Bond Term Sheet. Vice President Carson seconded. All Approved.

**D. Offer Letter of Engagement and ER Physician Agreement-Janice Kezirian. MD**

Item D. Correction – **Rural Health Clinic Physician Agreement** and ER Physician Agreement-Janice Kezirian, MD.

Treasurer Branson had a question about the salaries for the physicians for the rural health clinic. Peter Spiers stated that the salaries are market based. It is also based on their training and expertise.

**ACTION:** Treasurer Branson moved to approve the Rural Health Clinic Physician Agreement and ER Physician Agreement with Janice Kezirian, MD. All Approved.

**E. Rural Health Physician Agreement-Charlotte Helvie, MD**

Peter Speirs, CEO gave a brief background on Charlotte Helvie, MD. Dr. Helvie has been in the community for a while. She works at Northern Inyo Health Clinic. She is a certified pediatrician. 30-40% of her patients come from Lone Pine and Independence. NIH approved her to come to SIHD. Dr. Helvie is involved with the schools.

**ACTION:** Treasurer Branson moved to approve the Rural Health Physician Agreement with Charlotte Helvie, MD. Vice President Carson seconded. All Approved.

**F. Cal Savers Retirement Mandate**

**Informational Only. No action needed.**

Peter Spiers gave a brief update on the Cal Savers Retirement Mandate. SIHD currently has a 457b plan in place. The 457b is a qualified plan under the Cal Savers Retirement Plan.

**G. Resolution 20-4 to Board of Supervisors requesting consolidation with November General Election.**

Scott Nave, Legal Counsel gave a brief explanation on the Resolution 20-4 to Board of Supervisors requesting consolidation with November General Election.

SIHD is asking the county to make sure that our election is on the ballot and we are agreeing to reimburse the county for putting on the ballot, paying for ballot, counting the ballot and certifying the election. Every time there is an election we have to do this. A couple years ago the law changed, it now allows us to do a consolidation motion once and going forward in the future until the request is rescinded by an agency.

President Hickman stated that the dates need to be corrected (last paragraph) to reflect the November 3, 2020 election date and the adopted date August 11, 2020.

**Board of Directors:**

Jaqueline Hickman  
President

Charles Carson  
Vice President

Carma Roper  
Secretary

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Mark Lacey  
Director

**ACTION:** Treasurer Branson moved to approve the Resolution 20-4 Board of Supervisors requesting consolidation with November General Election with corrections on dates. Vice President seconded. All Approved.

**H. Contract Review and Approval of Delegation of Authority to the CEO.**

Scott Nave gave a brief explanation on the Contract Review and Approval of Delegation of Authority to the CEO.

All power in the district is vested in the Board of Directors. It is the Directors that have to approve the transitions of the district. However most of the powers can be delegated by the Directors and it is delegated in the bylaws or in the board or administrative policies.

The bylaws and board polices are due for an update.

This month we had an issue with a couple minor contracts in terms of cost and low risk contracts that have been negotiated for a few weeks and needed to be approved. The question was if Peter Spiers, CEO could sign off on those which brought up the delegation of authority.

Presented is a draft policy regarding general contracting for the district. There is a policy section, laws section, emergencies section, contract approvals and signature authority and a bidding section. This will be available for staff to reference.

The section on emergencies, contract approvals and authorities are blank. We would like to discuss with the Board of Directors this evening. President Hickman stated that her assumption is that when granting such authority it does not transcend the current person who is granted the authority even though it says any CEO. Any changes in the management will require a new agreement.

Scott Nave stated that it is not the case with this presented policy. This applies to whoever is the CEO. However he has an agency that has granted authority but delegated to the current administration and any changes in the administrator will trigger an automatic review of the policy by the board.

Per President Hickman, based on past experience, she requires that the language be changed to the current administrator (Peter Spiers, CEO) before she approves the resolution. All present Board Members agreed.

Scott Nave stated that the CEO operating a hospital should have a broader discretion in entering into agreements. For the emergencies he suggested no caps but it has to be done in consultation of the Board Chair or Vice Chair. For approving contracts in general, under 250k (specific to the current CEO). Treasurer Branson is comfortable with giving Peter Spiers authority on 25k on contracts. Emergencies will need to be with consultation of the Board. This will need to be specific to the current CEO. Vice President Carson agrees.

**The Board of Directors approved the following for the Authorized CEO (Peter Spiers)-**  
Emergencies Amount- No Cap with consultation of the Board Chair or other Board Members if the Chair is unavailable.

Contract Approval and Signature Authority Amount- Under \$25,000 (aggregate).

Real estate, physician contracts and any type of critical vendor contracts will have to go to the Board of Directors for approval.

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Scott Nave also stated that under the Health and Human Service Inspector Guidelines the district should be doing periodic audits on each department. Then every 3-5 years, an external audit is done to make sure the policies are up to date and that the operations are in compliant to those policies. SIHD needs to create a list of all the current contracts with details. This is part of a legal audit for compliance purposes.

President Hickman stated we need to complete the current contract list and the Board of Directors need to review the bylaws.

**ACTION:** Vice President Carson moved to approve the Resolution 20-5 Approval of Delegation of Authority to the CEO with Scott Nave's revisions as discussed this evening. Treasurer Branson seconded. All Approved.

### III. REPORTS

#### A. Financial Report

Chet Beedle, Financial Consultant was absent and was unable to present the financials from the May 5, 2020 finance committee meeting. (*Financial reports are provided at the end of these minutes.*)

Peter Spiers stated that he believes that the financials reported on May 5<sup>th</sup> were the best financials Chet has reported.

#### B. CEO Report

Peter Spiers, CEO reviewed the CEO power point presentation. (*CEO PowerPoint Presentation is provided at the end of these minutes.*)

Peter Spiers stated that there will be changes in job titles, responsibilities and authorities. Anita Sonke will be moved into the Controller role. She will be assisting on budgets. The day-to-day AP management will be shifted to Leigh McLendon.

#### C. Medical Staff Report (Quarterly Report)

Dr. Ron Ostrom reported that there are over 100 cases in Inyo. 3 Deaths. Covid-19 is in the community. Currently, SIHD is trying to minimize the exposure in Skilled Nursing. All of the nursing and radiology staff have stepped up. SIHD has some old and new faces (Dr. Phillips and Dr. Blue). SIHD is hoping to get ambulance services. Peter Spiers is looking into developing that service. SIHD is working on new services (wound care, peds and cardiology). Dr. Ostrom stated he is looking forward on widening the services for the community.

President Hickman gave thanks and stated that Dr. Ostrom has been very instrumental in readjusting the culture in the ED and following along the protocols that Peter Spiers has in mind. The communication between Dr. Ostrom and Peter Spiers is obvious.

Peter Spiers stated that Dr. Ostrom stays in contact with the other physicians and stays engaged. President Hickman stated that the Board relies on Dr. Ostrom to translate their appreciation and support to other physician.

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Fred Hawkins, Ridgecrest Regional stated that Ridgecrest doesn't usually get calls from Inyo and he would be more than happy to discuss ambulance services.

**IV. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA**

None.

**V. BOARD OF DIRECTORS COMMENTS ON ITEMS NOT ON THE AGENDA**

President Hickman stated that there was a Press Release on HCCA.

Vice President Carson asked about ambulance services. Will this be a hospital ambulance for transfers? "Yes", per Dr. Ostrom. Peter Spiers stated that Lone Pine Rescue needs to be a part of this.

President Hickman gave thanks to Maritza Perkins for planning/setting up the dinner for the managers.

Community update- The schools were awarded one thermometer for each school. The Dept Sheriffs and owner of Jersey Mike's in Lone Pine donated money for the purchase of the thermometers. Daniel Smith is looking into a better price so that every classroom can have a thermometer. Colleen Wilson stated that SIHD Nursing can assist with instructions.

**VI. CLOSED SESSION**

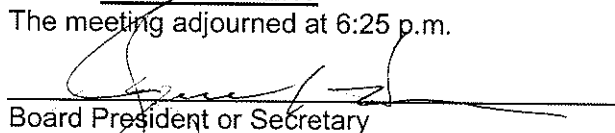
A. Existing Litigation (Govt Code 54956.9): Chapter 9 Bankruptcy

**VII. CLOSED SESSION REPORT**

The closed session was a discussion only. No action taken by the Board of Directors.

**VIII. ADJOURNMENT**

The meeting adjourned at 6:25 p.m.

  
Board President or Secretary

10/14/2020  
Date

August 11, 2020 Regular Board Minutes

**Board of Directors:**

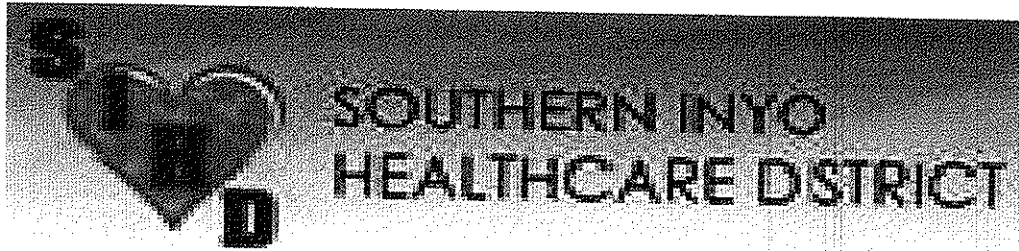
Jaqueline Hickman  
President

Charles Carson  
Vice President

Carma Roper  
Secretary

Bruce Branson  
Treasurer

Mark Lacey  
Director



## **Unaudited Financial Statements**

for

**Eleven Months Ended May 31, 2020**

**Certification Statement:**

To the best of my knowledge, I certify for the hospital that the attached financial statements do not contain any untrue statement of a material fact or omit to state a material fact that would make the financial statements misleading. I further certify that the financial statements present in all material respects the financial condition and results of operation of the hospital and all related organizations reported herein.

**Certified by:**

Chester Beedle  
Chief Financial Officer

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**SOUTHERN INYO HEALTHCARE DISTRICT**  
**LONE PINE, CALIFORNIA**  
**Eleven Months Ended May 31, 2020**

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# SOUTHERN INYO HEALTHCARE DISTRICT

## EXECUTIVE FINANCIAL SUMMARY

Eleven Months Ended May 31, 2020

### BALANCE SHEET

|   | 5/31/2020           | 6/30/2019          |
|---|---------------------|--------------------|
| <b>ASSETS</b>                           |                     |                    |
| Current Assets                          | \$7,028,429         | \$4,706,581        |
| Assets Whose Use is Limited             | 3,289,090           | 383,746            |
| Property, Plant and Equipment (Net)     | 1,058,012           | 1,061,248          |
| Other Assets                            | 0                   | 0                  |
| <b>Total Unrestricted Assets</b>        | <b>11,375,532</b>   | <b>6,151,576</b>   |
| Restricted Assets                       | 0                   | 0                  |
| <b>Total Assets</b>                     | <b>\$11,375,532</b> | <b>\$6,151,576</b> |
| <b>LIABILITIES AND NET ASSETS</b>       |                     |                    |
| Current Liabilities                     | \$5,387,066         | \$5,613,309        |
| Long-Term Debt                          | 18,117              | 17,122             |
| Other Long-Term Liabilities             | 4,492,977           | 1,618,682          |
| <b>Total Liabilities</b>                | <b>9,898,160</b>    | <b>7,249,113</b>   |
| Net Assets                              | 1,477,372           | (1,097,537)        |
| <b>Total Liabilities and Net Assets</b> | <b>\$11,375,532</b> | <b>\$6,151,576</b> |

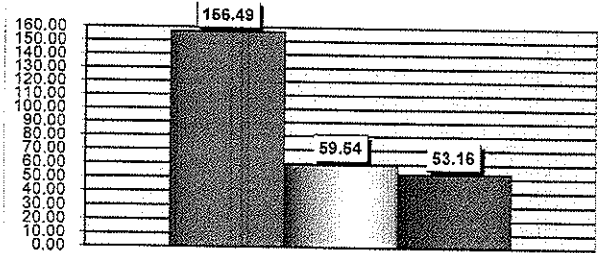
### STATEMENT OF REVENUE AND EXPENSES - YTD

|                                     | ACTUAL             | BUDGET             |
|-------------------------------------|--------------------|--------------------|
| <b>Revenue:</b>                     |                    |                    |
| Gross Patient Revenues              | \$12,241,797       | \$11,905,875       |
| Deductions From Revenue             | (4,206,254)        | (3,281,259)        |
| Net Patient Revenues                | 8,035,543          | 8,624,616          |
| Other Operating Revenue             | 239,935            | 122,347            |
| <b>Total Operating Revenues</b>     | <b>8,275,478</b>   | <b>8,746,963</b>   |
| <b>Expenses:</b>                    |                    |                    |
| Salaries, Benefits & Contract Labor | 6,367,229          | 6,576,394          |
| Purchased Services & Physician Fees | 1,697,242          | 1,383,841          |
| Supply Expenses                     | 413,787            | 410,511            |
| Other Operating Expenses            | 892,401            | 1,526,626          |
| Bad Debt Expense                    | 0                  | 0                  |
| Depreciation & Interest Expense     | 4,073              | 58,862             |
| <b>Total Expenses</b>               | <b>9,374,732</b>   | <b>9,956,232</b>   |
| <b>NET OPERATING SURPLUS</b>        | <b>(1,099,255)</b> | <b>(1,209,270)</b> |
| Non-Operating Revenue/(Expenses)    | 4,412,700          | 470,734            |
| <b>TOTAL NET SURPLUS</b>            | <b>\$3,313,445</b> | <b>(\$738,536)</b> |

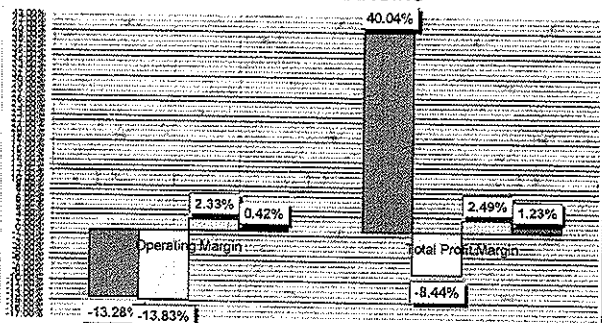
### KEY STATISTICS AND RATIOS - YTD

|                                  | ACTUAL  | BUDGET  |
|----------------------------------|---------|---------|
| Total Acute Patient Days         | 111     | 138     |
| Average Acute Length of Stay     | 3.4     | 2.7     |
| Total Emergency Room Visits      | 1,302   | 1,380   |
| Outpatient Visits                | 3,713   | 4,320   |
| Total Surgeries                  | 0       | 0       |
| Total Worked FTE's               | 92.32   | 91.80   |
| Total Paid FTE's                 | 102.17  | 98.80   |
| Productivity Index               | 0.9946  | 1.0000  |
| EBITDA - YTD                     | -16.11% | -15.74% |
| Current Ratio                    | 1.30    |         |
| Days Expense in Accounts Payable | 292.94  |         |

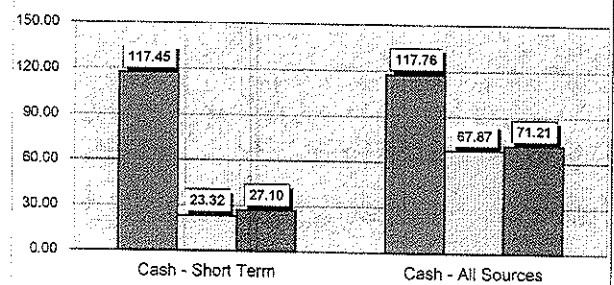
### NET DAYS IN ACCOUNTS RECEIVABLE



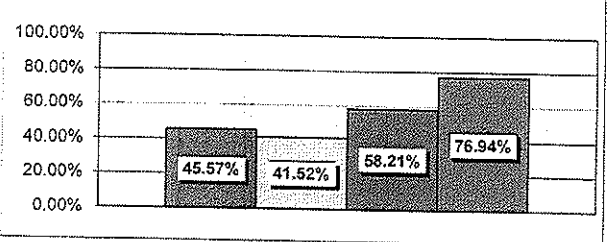
### HOSPITAL MARGINS



### DAYS CASH ON HAND



### SALARY AND BENEFIT EXPENSE AS A PERCENTAGE OF NET REVENUE



|  |                        |
|--|------------------------|
| <b>SOUTHERN INYO HEALTHCARE DISTRICT</b>       |                        |
| <input type="checkbox"/> Budget                | 05/31/20               |
| <input type="checkbox"/> California            | Hospitals              |
| <input type="checkbox"/> CAH Hospitals         | Rural                  |
| <input type="checkbox"/> Prior Fiscal Year End | 06/30/19               |
| <b>FINANCIAL STRENGTH INDEX - 10.80</b>        |                        |
| Excellent - Greater than 3.0                   | Good - 3.0 to 0.0      |
| Fair - 0.0 to (2.0)                            | Poor - Less than (2.0) |

**Balance Sheet - Assets**

**SOUTHERN INYO HEALTHCARE DISTRICT  
LONE PINE, CALIFORNIA  
Eleven Months Ended May 31, 2020**

|   | Current<br>Month<br>5/31/2020 | Prior<br>Month<br>4/30/2020 | ASSETS<br>Positive/<br>(Negative)<br>Variance | Percentage<br>Variance | Prior<br>Year End<br>6/30/2019 |
|---|-------------------------------|-----------------------------|---|------------------------|--------------------------------|
| <b>Current Assets</b>                     |                               |                             |   |                        |                                |
| Cash and Cash Equivalents                 | \$3,285,225                   | \$1,455,289                 | \$1,829,936                                   | 125.74%                | \$916,834                      |
| Gross Patient Accounts Receivable         | 8,580,385                     | 9,055,850                   | (475,465)                                     | -5.25%                 | 8,742,913                      |
| Less: Bad Debt and Allowance Reserves     | (4,976,623)                   | (5,252,393)                 | 275,770                                       | 5.25%                  | (5,070,890)                    |
| Net Patient Accounts Receivable           | 3,603,762                     | 3,803,457                   | (199,695)                                     | -5.25%                 | 3,672,024                      |
| Interest Receivable                       | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Other Receivables                         | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Inventories                               | 126,323                       | 127,579                     | (1,256)                                       | -0.98%                 | 110,223                        |
| Prepaid Expenses                          | 13,119                        | 14,312                      | (1,193)                                       | -8.33%                 | 7,500                          |
| Due From Third Party Payers               | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Due From Affiliates/Related Organizations | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Other Current Assets                      | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| <b>Total Current Assets</b>               | <b>7,028,429</b>              | <b>5,400,638</b>            | <b>1,627,792</b>                              | <b>30.14%</b>          | <b>4,706,581</b>               |
| <b>Assets Whose Use is Limited</b>        |                               |                             |   |                        |                                |
| Cash                                      | 8,793                         | 11,859                      | (3,066)                                       | -25.85%                | 7,786                          |
| Investments                               | 3,280,297                     | 1,030,297                   | 2,250,000                                     | 218.38%                | 375,810                        |
| Bond Reserve/Debt Retirement Fund         | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Trustee Held Funds                        | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Funded Depreciation                       | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Board Designated Funds                    | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Other Limited Use Assets                  | 0                             | 0                           | 0   | 0.00%                  | 150                            |
| <b>Total Limited Use Assets</b>           | <b>3,289,090</b>              | <b>1,042,156</b>            | <b>2,246,934</b>                              | <b>215.60%</b>         | <b>383,746</b>                 |
| <b>Property, Plant, and Equipment</b>     |                               |                             |   |                        |                                |
| Land and Land Improvements                | 693,510                       | 693,510                     | 0   | 0.00%                  | 693,510                        |
| Building and Building Improvements        | 2,587,666                     | 2,587,666                   | 0   | 0.00%                  | 2,587,666                      |
| Equipment                                 | 3,041,639                     | 3,041,639                   | 0   | 0.00%                  | 3,041,639                      |
| Construction In Progress                  | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Capitalized Interest                      | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Gross Property, Plant, and Equipment      | 6,322,815                     | 6,322,815                   | 0   | 0.00%                  | 6,322,815                      |
| Less: Accumulated Depreciation            | (5,264,803)                   | (5,264,524)                 | (279)   | -0.01%                 | (5,261,567)                    |
| <b>Net Property, Plant, and Equipment</b> | <b>1,058,012</b>              | <b>1,058,291</b>            | <b>(279)</b>                                  | <b>-0.03%</b>          | <b>1,061,248</b>               |
| <b>Other Assets</b>                       |                               |                             |   |                        |                                |
| Unamortized Loan Costs                    | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Assets Held for Future Use                | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Investments in Subsidiary/Affiliated Org. | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| Other                                     | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| <b>Total Other Assets</b>                 | <b>0</b>                      | <b>0</b>                    | <b>0</b>                                      | <b>0.00%</b>           | <b>0</b>                       |
| <b>TOTAL UNRESTRICTED ASSETS</b>          | <b>11,375,532</b>             | <b>7,501,085</b>            | <b>3,874,447</b>                              | <b>51.65%</b>          | <b>6,151,576</b>               |
| Restricted Assets                         | 0                             | 0                           | 0   | 0.00%                  | 0                              |
| <b>TOTAL ASSETS</b>                       | <b>\$11,375,532</b>           | <b>\$7,501,085</b>          | <b>\$3,874,447</b>                            | <b>51.65%</b>          | <b>\$6,151,576</b>             |

**Balance Sheet - Liabilities and Net Assets**

**SOUTHERN INYO HEALTHCARE DISTRICT**

**LONE PINE, CALIFORNIA**

**Eleven Months Ended May 31, 2020**

**PAGE 4**

|  | <b>LIABILITIES AND FUND BALANCE</b>    |                                      |  |                                |   |
|--|--|--------------------------------------|--|--------------------------------|---|
|  | <b>Current<br/>Month<br/>5/31/2020</b> | <b>Prior<br/>Month<br/>4/30/2020</b> | <b>Positive/<br/>(Negative)<br/>Variance</b> | <b>Percentage<br/>Variance</b> | <b>Prior<br/>Year End<br/>6/30/2019</b> |
| <b>Current Liabilities</b>                   |  |                                      |  |                                |   |
| Accounts Payable                             | \$5,081,101                            | \$4,946,107                          | (\$134,994)                                  | -2.73%                         | \$4,933,871                             |
| Notes and Loans Payable                      | 3,211                                  | 3,609                                | 397  | 11.01%                         | 3,607                                   |
| Accrued Payroll                              | 36,905                                 | 34,137                               | (2,768)                                      | -8.11%                         | 104,291                                 |
| Accrued Payroll Taxes                        | 41,518                                 | 38,404                               | (3,114)                                      | -8.11%                         | 38,404                                  |
| Accrued Benefits                             | 3,608                                  | 3,620                                | 12   | 0.34%                          | 12,932                                  |
| Accrued Pension Expense (Current Portion)    | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Other Accrued Expenses                       | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Patient Refunds Payable                      | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Property Tax Payable                         | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Due to Third Party Payers                    | 169,894                                | 169,894                              | 0  | 0.00%                          | 90,253                                  |
| Advances From Third Party Payers             | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Current Portion of LTD (Bonds/Mortgages)     | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Current Portion of LTD (Leases)              | 3,607                                  | 3,607                                | 0  | 0.00%                          | 3,607                                   |
| Other Current Liabilities                    | 169,894                                | 47,222                               | (122,672)                                    | -259.78%                       | 426,344                                 |
| <b>Total Current Liabilities</b>             | <b>5,387,066</b>                       | <b>5,246,600</b>                     | <b>(140,466)</b>                             | <b>-2.68%</b>                  | <b>5,613,309</b>                        |
| <b>Long Term Debt</b>                        |  |                                      |  |                                |   |
| Bonds/Mortgages Payable                      | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Leases/Notes Payable                         | 21,724                                 | 21,724                               | 0  | 0.00%                          | 20,729                                  |
| Less: Current Portion Of Long Term Debt      | 3,607                                  | 3,607                                | 0  | 0.00%                          | 3,607                                   |
| <b>Total Long Term Debt (Net of Current)</b> | <b>18,117</b>                          | <b>18,117</b>                        | <b>0</b>                                     | <b>0.00%</b>                   | <b>17,122</b>                           |
| <b>Other Long Term Liabilities</b>           |  |                                      |  |                                |   |
| Deferred Revenue                             | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Accrued Pension Expense (Net of Current)     | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Other  | 4,492,977                              | 4,072,441                            | (420,536)                                    | -10.33%                        | 1,618,682                               |
| <b>Total Other Long Term Liabilities</b>     | <b>4,492,977</b>                       | <b>4,072,441</b>                     | <b>(420,536)</b>                             | <b>-10.33%</b>                 | <b>1,618,682</b>                        |
| <b>TOTAL LIABILITIES</b>                     | <b>9,898,160</b>                       | <b>9,337,158</b>                     | <b>(561,002)</b>                             | <b>-6.01%</b>                  | <b>7,249,113</b>                        |
| <b>Net Assets:</b>                           |  |                                      |  |                                |   |
| Unrestricted Fund Balance                    | (1,836,073)                            | (1,097,537)                          | 738,536                                      | -67.29%                        | 226,776                                 |
| Inter-Departmental Transfer (DSH)            | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Restricted Fund Balance                      | 0                                      | 0                                    | 0  | 0.00%                          | 0                                       |
| Net Revenue/(Expenses)                       | 3,313,445                              | (738,536)                            | (4,051,981)                                  | 548.65%                        | (1,324,314)                             |
| <b>TOTAL NET ASSETS</b>                      | <b>1,477,372</b>                       | <b>(1,836,073)</b>                   | <b>(3,313,445)</b>                           | <b>180.46%</b>                 | <b>(1,097,537)</b>                      |
| <b>TOTAL LIABILITIES<br/>AND NET ASSETS</b>  | <b>\$11,375,532</b>                    | <b>\$7,501,084</b>                   | <b>(\$3,874,448)</b>                         | <b>-51.65%</b>                 | <b>\$6,151,576</b>                      |

**Statement of Revenue and Expense**  
**SOUTHERN INYO HEALTHCARE DISTRICT**  
**LONE PINE, CALIFORNIA**  
**Eleven Months Ended May 31, 2020**

|  | CURRENT MONTH      |                    |                                    |                        | Prior<br>Year<br>05/31/19 |
|--|--------------------|--------------------|------------------------------------|------------------------|---------------------------|
|  | Actual<br>05/31/20 | Budget<br>05/31/20 | Positive<br>(Negative)<br>Variance | Percentage<br>Variance |                           |
| <b>Gross Patient Revenue</b>                   |                    |                    |                                    |                        |                           |
| Inpatient Revenue                              | \$53,329           | \$57,748           | (\$4,419)                          | -7.65%                 | \$53,970                  |
| Clinic Revenue                                 | 48,013             | 84,326             | (36,313)                           | -43.06%                | 78,809                    |
| Outpatient Revenue                             | 469,234            | 526,750            | (57,517)                           | -10.92%                | 492,290                   |
| Long Term Care Revenue                         | 384,636            | 362,829            | 21,807                             | 6.01%                  | 339,093                   |
| Other  | 0                  | 0                  | 0                                  | 0.00%                  | 0                         |
| <b>Total Gross Patient Revenue</b>             | <b>955,212</b>     | <b>1,031,654</b>   | <b>(76,442)</b>                    | <b>-7.41%</b>          | <b>964,162</b>            |
| <b>Deductions From Revenue</b>                 |                    |                    |                                    |                        |                           |
| Discounts and Allowances                       | (267,459)          | (262,659)          | (4,800)                            | -1.83%                 | (269,965)                 |
| Bad Debt Expense (Governmental Providers Only) | (28,656)           | (20,633)           | (8,023)                            | -38.89%                | (28,925)                  |
| Settlements/Other                              | (7,500)            | 0                  | (7,500)                            | 0.00%                  | (7,500)                   |
| Charity Care                                   | 0                  | (1,032)            | 1,032                              | 100.00%                | 0                         |
| <b>Total Deductions From Revenue</b>           | <b>(303,616)</b>   | <b>(284,324)</b>   | <b>(19,292)</b>                    | <b>-6.79%</b>          | <b>(308,390)</b>          |
| <b>Net Patient Revenue</b>                     | <b>651,596</b>     | <b>747,330</b>     | <b>(95,734)</b>                    | <b>-12.81%</b>         | <b>657,772</b>            |
| Deduction % of Gross Revenue                   | -31.8%             | -27.6%             |                                    |                        | -31.8%                    |
| Other Operating Revenue                        | 6,487              | 6,714              | (227)                              | -3.38%                 | 6,487                     |
| <b>Total Operating Revenue</b>                 | <b>658,083</b>     | <b>754,044</b>     | <b>(95,961)</b>                    | <b>-12.73%</b>         | <b>664,259</b>            |
| <b>Operating Expenses</b>                      |                    |                    |                                    | Exp %/Net Rev          |                           |
| Salaries and Wages                             | 553,571            | 512,050            | 41,522                             | 67.9%                  | 492,355                   |
| Fringe Benefits                                | 37,280             | 128,012            | (90,732)                           | 17.0%                  | 123,089                   |
| Contract Labor                                 | 26,050             | 48,904             | (22,854)                           | 6.5%                   | 47,023                    |
| Physicians Fees                                | 140,804            | 143,085            | (2,282)                            | 19.0%                  | 137,582                   |
| Purchased Services                             | 37,764             | 8,810              | 28,954                             | 1.2%                   | 8,471                     |
| Supply Expense                                 | 65,802             | 56,417             | 9,385                              | 7.5%                   | 54,774                    |
| Utilities                                      | 25,837             | 7,933              | 17,904                             | 1.1%                   | 7,555                     |
| Repairs and Maintenance                        | 8,200              | 6,678              | 1,522                              | 0.9%                   | 6,421                     |
| Insurance Expense                              | 6,550              | 24,946             | (18,396)                           | 3.3%                   | 23,758                    |
| All Other Operating Expenses                   | 3,509              | 60,958             | (57,448)                           | 8.1%                   | 58,896                    |
| Bad Debt Expense (Non-Governmental Providers)  | 0                  | 0                  | -                                  | 0.0%                   | 0                         |
| Leases and Rentals                             | 4,722              | 4,167              | 555                                | 0.6%                   | 4,167                     |
| Depreciation and Amortization                  | 279                | 279                | -                                  | 0.0%                   | 279                       |
| Interest Expense (Non-Governmental Providers)  | 0                  | 0                  | -                                  | 0.0%                   | 0                         |
| <b>Total Operating Expenses</b>                | <b>910,369</b>     | <b>1,002,239</b>   | <b>(91,870)</b>                    | <b>132.9%</b>          | <b>964,371</b>            |
| <b>Net Operating Surplus/(Loss)</b>            | <b>(252,286)</b>   | <b>(248,195)</b>   | <b>(4,091)</b>                     | <b>1.65%</b>           | <b>(300,112)</b>          |
| <b>Non-Operating Revenue:</b>                  |                    |                    |                                    |                        |                           |
| Contributions                                  | 0                  | 0                  | 0                                  | 0.00%                  | 0                         |
| Investment Income                              | 0                  | 0                  | 0                                  | 0.00%                  | 0                         |
| Income Derived from Property Taxes             | 55,070             | 55,070             | 0                                  | 0.00%                  | 55,070                    |
| Interest Expense (Governmental Providers Only) | (21,624)           | (20,543)           | 1,081                              | -5.26%                 | (21,624)                  |
| Other Non-Operating Revenue/(Expenses)         | 3,389,804          | 8,596              | 3,381,208                          | 39336.50%              | 9,048                     |
| <b>Total Non Operating Revenue/(Expense)</b>   | <b>3,423,250</b>   | <b>43,123</b>      | <b>3,380,127</b>                   | <b>7838.41%</b>        | <b>42,494</b>             |
| <b>Total Net Surplus/(Loss)</b>                | <b>\$3,170,964</b> | <b>(\$205,072)</b> | <b>\$3,376,036</b>                 | <b>-1646.27%</b>       | <b>(\$257,618)</b>        |
| Operating Margin                               | -38.34%            | -32.92%            |                                    |                        | -45.18%                   |
| Total Profit Margin                            | 481.85%            | -27.20%            |                                    |                        | -38.78%                   |
| EBITDA   | -41.58%            | -35.60%            |                                    |                        | -48.39%                   |
| Cash Flow Margin                               | 485.18%            | -24.43%            |                                    |                        | -35.49%                   |

**Statement of Revenue and Expense**  
**SOUTHERN INYO HEALTHCARE DISTRICT**  
**LONE PINE, CALIFORNIA**  
**Eleven Months Ended May 31, 2020**

|  | YEAR-TO-DATE       |                    |                                    |                        |                           |
|--|--------------------|--------------------|------------------------------------|------------------------|---------------------------|
|  | Actual<br>05/31/20 | Budget<br>05/31/20 | Positive<br>(Negative)<br>Variance | Percentage<br>Variance | Prior<br>Year<br>05/31/19 |
| Gross Patient Revenue                          |                    |                    |                                    |                        |                           |
| Inpatient Revenue                              | \$1,019,278        | \$792,357          | \$226,921                          | 28.64%                 | \$758,229                 |
| Clinic Revenue                                 | 832,989            | 706,575            | 126,414                            | 17.89%                 | 665,255                   |
| Outpatient Revenue                             | 6,291,485          | 5,890,646          | 400,839                            | 6.80%                  | 5,553,219                 |
| Long Term Care Revenue                         | 4,098,045          | 4,510,003          | (411,958)                          | -9.13%                 | 4,251,271                 |
| Other  | 0                  | 6,294              | (6,294)                            | -100.00%               | 6,081                     |
| <b>Total Gross Patient Revenue</b>             | <b>12,241,797</b>  | <b>11,905,875</b>  | <b>335,922</b>                     | <b>2.82%</b>           | <b>11,234,055</b>         |
| Deductions From Revenue                        |                    |                    |                                    |                        |                           |
| Discounts and Allowances                       | (3,713,900)        | (3,031,236)        | (682,664)                          | -22.52%                | (3,119,855)               |
| Bad Debt Expense (Governmental Providers Only) | (380,069)          | (238,117)          | (141,952)                          | -59.61%                | (337,021)                 |
| Settlements/Other                              | (75,000)           | 0                  | (75,000)                           | 0.00%                  | (52,500)                  |
| Charity Care                                   | (37,265)           | (11,906)           | (25,359)                           | -213.17%               | (40,850)                  |
| <b>Total Deductions From Revenue</b>           | <b>(4,205,254)</b> | <b>(3,281,259)</b> | <b>(924,995)</b>                   | <b>-28.19%</b>         | <b>(3,550,227)</b>        |
| Deductions as % of Gross Revenue               | -34.4%             | -27.6%             |                                    |                        | -31.6%                    |
| <b>Net Patient Revenue</b>                     | <b>8,035,543</b>   | <b>8,624,616</b>   | <b>(589,073)</b>                   | <b>-6.83%</b>          | <b>7,683,828</b>          |
| Other Operating Revenue                        | 239,935            | 122,347            | 117,588                            | 96.11%                 | 103,536                   |
| <b>Total Operating Revenue</b>                 | <b>8,275,478</b>   | <b>8,746,963</b>   | <b>(471,485)</b>                   | <b>-5.39%</b>          | <b>7,787,364</b>          |
| Operating Expenses                             |                    |                    |                                    | Exp %/Net Rev          |                           |
| Salaries and Wages                             | 5,249,797          | 4,824,635          | (425,162)                          | 55.2%                  | 4,639,072                 |
| Fringe Benefits                                | 831,338            | 1,206,159          | 374,821                            | 13.8%                  | 1,159,768                 |
| Contract Labor                                 | 286,095            | 545,601            | 259,506                            | 6.2%                   | 524,616                   |
| Physicians Fees                                | 1,393,105          | 1,244,773          | (148,333)                          | 14.2%                  | 1,196,897                 |
| Purchased Services                             | 304,137            | 139,068            | (165,069)                          | 1.6%                   | 133,719                   |
| Supply Expense                                 | 413,787            | 410,511            | (3,276)                            | 4.7%                   | 398,554                   |
| Utilities                                      | 213,551            | 177,269            | (36,282)                           | 2.0%                   | 168,828                   |
| Repairs and Maintenance                        | 85,512             | 72,620             | (12,892)                           | 0.8%                   | 69,827                    |
| Insurance Expense                              | 279,104            | 203,409            | (75,695)                           | 2.3%                   | 193,723                   |
| All Other Operating Expenses                   | 251,275            | 977,523            | 726,247                            | 11.2%                  | 944,466                   |
| Bad Debt Expense (Non-Governmental Providers)  | 0                  | 0                  | 0                                  | 0.0%                   | 0                         |
| Leases and Rentals                             | 62,958             | 95,805             | 32,847                             | 1.1%                   | 95,805                    |
| Depreciation and Amortization                  | 4,073              | 58,862             | 54,788                             | 0.7%                   | 58,862                    |
| Interest Expense (Non-Governmental Providers)  | 0                  | 0                  | 0                                  | 0.0%                   | 0                         |
| <b>Total Operating Expenses</b>                | <b>9,374,732</b>   | <b>9,956,232</b>   | <b>581,500</b>                     | <b>113.8%</b>          | <b>9,584,136</b>          |
| <b>Net Operating Surplus/(Loss)</b>            | <b>(1,099,255)</b> | <b>(1,209,270)</b> | <b>110,015</b>                     | <b>-9.10%</b>          | <b>(1,796,772)</b>        |
| Non-Operating Revenue:                         |                    |                    |                                    |                        |                           |
| Contributions                                  | 0                  | 0                  | 0                                  | 0.00%                  | 0                         |
| Investment Income                              | 0                  | 0                  | 0                                  | 0.00%                  | 0                         |
| Income Derived from Property Taxes             | 615,826            | 610,797            | 5,028                              | 0.82%                  | 610,797                   |
| Interest Expense (Governmental Providers Only) | (237,866)          | (225,973)          | (11,893)                           | 5.26%                  | (237,866)                 |
| Other Non-Operating Revenue/(Expense)          | 4,034,741          | 85,909             | 3,948,831                          | 4596.51%               | 99,528                    |
| <b>Total Non Operating Revenue/(Expense)</b>   | <b>4,412,700</b>   | <b>470,734</b>     | <b>3,941,966</b>                   | <b>837.41%</b>         | <b>472,459</b>            |
| <b>Total Net Surplus/(Loss)</b>                | <b>\$3,313,445</b> | <b>(\$738,536)</b> | <b>\$4,051,981</b>                 | <b>-548.65%</b>        | <b>(\$1,324,314)</b>      |
| Operating Margin                               | -13.28%            | -13.83%            |                                    |                        | -23.07%                   |
| Total Profit Margin                            | 40.04%             | -8.44%             |                                    |                        | -17.01%                   |
| EBITDA   | -16.11%            | -15.74%            |                                    |                        | -25.37%                   |
| Cash Flow Margin                               | 42.96%             | -5.19%             |                                    |                        | -13.20%                   |

# Statement of Revenue and Expense - 13 Month Trend

## SOUTHERN INYO HEALTHCARE DISTRICT LONE PINE, CALIFORNIA

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|  | Actual<br>7/31/2019 | Actual<br>8/31/2019 | Actual<br>9/30/2019 | Actual<br>10/30/2019 | Actual<br>11/30/2019 |
|--|---------------------|---------------------|---------------------|----------------------|----------------------|
| <b>Gross Patient Revenue</b>                   |                     |                     |                     |                      |                      |
| Inpatient Revenue                              | \$45,894            | \$94,568            | \$52,441            | \$106,744            | \$55,909             |
| Clinic Revenue                                 | 80,682              | 83,246              | 82,042              | 158,294              | 58,936               |
| Outpatient Revenue                             | 647,473             | 700,432             | 638,179             | 615,312              | 444,288              |
| Long Term Care Revenue                         | 401,886             | 404,913             | 396,611             | 401,176              | 281,801              |
| Other  | 0                   | 0                   | 0                   | 0                    | 0                    |
| <b>Total Gross Patient Revenue</b>             | <b>1,175,935</b>    | <b>1,283,159</b>    | <b>1,169,273</b>    | <b>1,281,526</b>     | <b>840,934</b>       |
| <b>Deductions From Revenue</b>                 |                     |                     |                     |                      |                      |
| Discounts and Allowances                       | (364,540)           | (397,779)           | (362,475)           | (422,904)            | (235,462)            |
| Bad Debt Expense (Governmental Providers Only) | (35,278)            | (38,495)            | (35,078)            | (51,261)             | (25,226)             |
| Prior Year Settlements                         | 0                   | 0                   | 0                   | 0                    | 0                    |
| Charity Care                                   | (7,500)             | (7,500)             | (7,500)             | (37,285)             | (7,500)              |
| <b>Total Deductions From Revenue</b>           | <b>(407,318)</b>    | <b>(443,774)</b>    | <b>(405,053)</b>    | <b>(511,450)</b>     | <b>(268,188)</b>     |
| <b>Net Patient Revenue</b>                     | <b>768,617</b>      | <b>839,385</b>      | <b>764,220</b>      | <b>770,076</b>       | <b>572,746</b>       |
| <b>Other Operating Revenue</b>                 | <b>6,487</b>        | <b>0</b>            | <b>84,004</b>       | <b>66,731</b>        | <b>43,789</b>        |
| <b>Total Operating Revenue</b>                 | <b>775,104</b>      | <b>839,385</b>      | <b>848,224</b>      | <b>836,807</b>       | <b>616,535</b>       |
| <b>Operating Expenses</b>                      |                     |                     |                     |                      |                      |
| Salaries and Wages                             | 470,616             | 457,026             | 441,714             | 451,525              | 296,289              |
| Fringe Benefits                                | 31,068              | 91,405              | 22,275              | 28,266               | 72,798               |
| Contract Labor                                 | 19,210              | 25,415              | 23,365              | 6,988                | 43,750               |
| Physicians Fees                                | 104,797             | 167,231             | 155,938             | 148,104              | 46,316               |
| Purchased Services                             | 4,158               | 21,301              | 12,304              | 21,191               | 40,968               |
| Supply Expense                                 | 37,115              | 35,277              | 36,974              | 29,067               | 31,098               |
| Utilities                                      | 23,740              | 26,368              | 18,355              | 16,936               | 15,530               |
| Repairs and Maintenance                        | 3,107               | 5,343               | 1,188               | 4,043                | 5,839                |
| Insurance Expense                              | 24,056              | 15,110              | 53,082              | 15,100               | 23,530               |
| All Other Operating Expenses                   | 84,375              | 10,486              | 40,346              | 36,949               | 12                   |
| Bad Debt Expense (Non-Governmental Providers)  | 0                   | 0                   | 0                   | 0                    | 0                    |
| Leases and Rentals                             | 5,348               | 4,167               | 4,167               | 12,740               | 9,269                |
| Depreciation and Amortization                  | 279                 | 279                 | 781                 | 781                  | 279                  |
| Interest Expense (Non-Governmental Providers)  | 0                   | 0                   | 0                   | 0                    | 0                    |
| <b>Total Operating Expenses</b>                | <b>807,869</b>      | <b>859,408</b>      | <b>810,489</b>      | <b>771,690</b>       | <b>585,678</b>       |
| <b>Net Operating Surplus/(Loss)</b>            | <b>(32,765)</b>     | <b>(20,023)</b>     | <b>37,735</b>       | <b>65,117</b>        | <b>30,857</b>        |
| <b>Non-Operating Revenue:</b>                  |                     |                     |                     |                      |                      |
| Contributions                                  | \$0                 | 0                   | 0                   | 0                    | 0                    |
| Investment Income                              | 0                   | 0                   | 0                   | 0                    | 0                    |
| Income Derived from Property Taxes             | 56,327              | 56,327              | 56,327              | 56,327               | 56,327               |
| Interest Expense (Governmental Providers Only) | (21,624)            | (21,624)            | (21,624)            | (21,624)             | (21,624)             |
| Other Non-Operating Revenue/(Expenses)         | 9,048               | 9,048               | 9,048               | 9,048                | 9,048                |
| <b>Total Non Operating Revenue/(Expense)</b>   | <b>\$43,751</b>     | <b>\$43,751</b>     | <b>\$43,751</b>     | <b>\$43,751</b>      | <b>43,751</b>        |
| <b>Total Net Surplus/(Loss)</b>                | <b>\$10,986</b>     | <b>\$23,728</b>     | <b>\$81,486</b>     | <b>\$108,868</b>     | <b>\$74,608</b>      |
| <b>Operating Margin</b>                        | <b>-4.23%</b>       | <b>-2.39%</b>       | <b>4.45%</b>        | <b>7.78%</b>         | <b>5.00%</b>         |
| <b>Total Profit Margin</b>                     | <b>1.42%</b>        | <b>2.83%</b>        | <b>9.61%</b>        | <b>13.01%</b>        | <b>12.10%</b>        |
| <b>EBITDA</b>                                  | <b>-6.98%</b>       | <b>-4.93%</b>       | <b>1.99%</b>        | <b>5.29%</b>         | <b>1.54%</b>         |
| <b>Cash Flow Margin</b>                        | <b>4.24%</b>        | <b>5.44%</b>        | <b>12.25%</b>       | <b>15.69%</b>        | <b>15.65%</b>        |

| Actual<br>12/31/2019 | Actual<br>1/31/2020 | Actual<br>2/28/2020 | Actual<br>3/30/2020 | Actual<br>4/30/2020 | Actual<br>5/30/2020 | Actual<br>6/30/2020 | Actual<br>6/30/2019 |
|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| \$60,004             | \$129,526           | \$75,624            | \$203,185           | \$142,054           | \$53,329            | \$53,970            | \$81,612            |
| \$69,551             | 74,545              | 57,023              | 57,466              | 63,191              | 48,013              | 78,809              | 65,872              |
| 557,427              | 566,579             | 601,661             | 611,441             | 439,460             | 469,234             | 492,290             | 556,244             |
| \$339,540            | 468,211             | 288,508             | 326,506             | 404,258             | 384,636             | 339,093             | 397,365             |
| 0                    | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |
| <b>1,026,522</b>     | <b>1,238,861</b>    | <b>1,022,816</b>    | <b>1,198,598</b>    | <b>1,048,963</b>    | <b>955,212</b>      | <b>964,162</b>      | <b>1,101,093</b>    |
| (\$338,752)          | (408,824)           | (286,388)           | (335,808)           | (293,709)           | (267,459)           | (269,965)           | (308,306)           |
| (\$30,798)           | (37,166)            | (30,684)            | (35,958)            | (31,469)            | (28,656)            | (28,825)            | (33,033)            |
| \$0                  | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |
| (\$7,500)            | (7,500)             | (7,500)             | (7,500)             | (7,500)             | (7,500)             | (7,500)             | (7,500)             |
| <b>(377,048)</b>     | <b>(453,490)</b>    | <b>(324,572)</b>    | <b>(379,066)</b>    | <b>(332,678)</b>    | <b>(303,615)</b>    | <b>(306,390)</b>    | <b>(348,839)</b>    |
| 649,474              | 785,371             | 698,244             | 819,532             | 716,285             | 651,597             | 657,772             | 752,254             |
| \$6,487              | 6,487               | 6,487               | 6,487               | 6,487               | 6,487               | 6,487               | 6,487               |
| <b>655,961</b>       | <b>791,858</b>      | <b>704,731</b>      | <b>826,019</b>      | <b>722,772</b>      | <b>658,084</b>      | <b>664,259</b>      | <b>758,741</b>      |
| \$442,857            | 509,286             | 517,857             | 573,342             | 535,718             | 553,571             | 492,355             | 443,211             |
| \$110,714            | 127,321             | 129,464             | 143,335             | 37,409              | 37,280              | 123,089             | 110,803             |
| \$24,680             | 25,400              | 26,450              | 26,963              | 37,825              | 26,050              | 47,023              | 18,625              |
| \$99,691             | 104,951             | 132,280             | 139,754             | 153,239             | 140,804             | 137,582             | 156,258             |
| \$34,670             | 22,109              | 28,086              | 47,694              | 33,891              | 37,764              | 8,471               | 21,837              |
| \$9,294              | 14,547              | 9,203               | 79,546              | 65,863              | 65,802              | 54,774              | 21,218              |
| \$22,852             | 16,057              | 11,114              | 25,493              | 11,268              | 25,837              | 7,555               | 20,910              |
| \$2,990              | 20,048              | 4,874               | 4,611               | 25,268              | 8,200               | 6,421               | (28,516)            |
| \$26,692             | 31,121              | 21,816              | 44,730              | 17,316              | 6,550               | 23,758              | 13,463              |
| \$10,495             | 8,900               | 10,250              | 27,890              | 18,064              | 3,509               | 58,896              | 50,000              |
| \$0                  | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |
| \$4,135              | 3,397               | 2,750               | 4,050               | 8,213               | 4,722               | 4,167               | 12,193              |
| \$279                | 279                 | 279                 | 279                 | 279                 | 279                 | 279                 | 33,962              |
| \$0                  | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |
| <b>789,349</b>       | <b>883,416</b>      | <b>894,423</b>      | <b>1,117,687</b>    | <b>944,353</b>      | <b>910,368</b>      | <b>964,370</b>      | <b>873,964</b>      |
| (133,388)            | (91,558)            | (189,692)           | (291,668)           | (221,581)           | (252,284)           | (300,111)           | (115,223)           |
| 0                    | \$0                 | \$0                 | 0                   | \$0                 | 0                   | 0                   | \$0                 |
| \$0                  | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   |
| \$56,327             | 56,327              | 56,327              | 55,070              | 55,070              | 55,070              | 55,070              | 55,070              |
| (\$21,624)           | (21,624)            | (21,624)            | (21,624)            | (21,624)            | (21,624)            | (21,624)            | (21,624)            |
| \$9,048              | 9,048               | 9,048               | 9,048               | 563,505             | 3,389,804           | 9,048               | 9,048               |
| <b>43,751</b>        | <b>43,751</b>       | <b>43,751</b>       | <b>42,494</b>       | <b>596,951</b>      | <b>3,423,250</b>    | <b>42,494</b>       | <b>42,494</b>       |
| <b>(\$89,637)</b>    | <b>(\$47,807)</b>   | <b>(\$145,941)</b>  | <b>(\$249,174)</b>  | <b>\$375,370</b>    | <b>\$3,170,966</b>  | <b>(\$257,617)</b>  | <b>(\$72,729)</b>   |
| -20.33%              | -11.56%             | -26.92%             | -35.31%             | -30.66%             | -38.34%             | -45.18%             | -15.19%             |
| -13.66%              | -6.04%              | -20.71%             | -30.17%             | 51.93%              | 481.85%             | -38.78%             | -9.59%              |
| -23.59%              | -14.26%             | -29.95%             | -37.89%             | -33.61%             | -41.58%             | -48.39%             | -13.56%             |
| -10.33%              | -3.27%              | -17.60%             | -27.51%             | 54.97%              | 485.18%             | -35.49%             | -2.26%              |

Patient Statistics

SOUTHERN INYO HEALTHCARE DISTRICT

LONE PINE, CALIFORNIA

Eleven Months Ended May 31, 2020

| Current Month                        |                    |                                     |                           | Year-To-Date                      |                    |                    |                                     |                           |
|--------------------------------------|--------------------|-------------------------------------|---------------------------|-----------------------------------|--------------------|--------------------|-------------------------------------|---------------------------|
| Actual<br>05/31/20                   | Budget<br>05/31/20 | Positive/<br>(Negative)<br>Variance | Prior<br>Year<br>05/31/19 | STATISTICS                        | Actual<br>05/31/20 | Budget<br>05/31/20 | Positive/<br>(Negative)<br>Variance | Prior<br>Year<br>05/31/19 |
| <b>Discharges</b>                    |                    |                                     |                           |                                   |                    |                    |                                     |                           |
| 7                                    | 2                  | 5                                   | 2                         | Acute                             | 33                 | 50                 | (17)                                | 53                        |
| 2                                    | 0                  | 2                                   | 0                         | Swing Beds                        | 25                 | 7                  | 18                                  | 0                         |
| 0                                    | 0                  | 0                                   | 0                         | Psychiatric/Rehab                 | 0                  | 0                  | 0                                   | 0                         |
| 0                                    | 0                  | 0                                   | 0                         | Respite                           | 0                  | 0                  | 0                                   | 0                         |
| 9                                    | 2                  | 7                                   | 2                         | Total Adult Discharges            | 58                 | 57                 | 1                                   | 53                        |
| 0                                    | 0                  | 0                                   | 0                         | Newborn                           | 0                  | 0                  | 0                                   | 0                         |
| 9                                    | 2                  | 7                                   | 2                         | Total Discharges                  | 58                 | 57                 | 1                                   | 53                        |
| <b>Patient Days:</b>                 |                    |                                     |                           |                                   |                    |                    |                                     |                           |
| 17                                   | 13                 | 4                                   | 19                        | Acute                             | 111                | 138                | (27)                                | 135                       |
| 40                                   | 0                  | 40                                  | 0                         | Swing Beds                        | 383                | 0                  | 383                                 | 0                         |
| 0                                    | 0                  | 0                                   | 0                         | Psychiatric/Rehab                 | 0                  | 0                  | 0                                   | 0                         |
| 0                                    | 0                  | 0                                   | 0                         | Respite                           | 0                  | 0                  | 0                                   | 0                         |
| 57                                   | 13                 | 44                                  | 19                        | Total Adult Patient Days          | 494                | 138                | 356                                 | 135                       |
| 0                                    | 0                  | 0                                   | 0                         | Newborn                           | 0                  | 0                  | 0                                   | 0                         |
| 57                                   | 13                 | 44                                  | 19                        | Total Patient Days                | 494                | 138                | 356                                 | 135                       |
| <b>Average Length of Stay (ALOS)</b> |                    |                                     |                           |                                   |                    |                    |                                     |                           |
| 2.4                                  | 6.0                | 3.6                                 | 9.5                       | Acute                             | 3.4                | 2.7                | (0.6)                               | 2.5                       |
| 20.0                                 | N/A                | #VALUE!                             | N/A                       | Swing Bed                         | 15.3               | 0.0                | (15.3)                              | N/A                       |
| N/A                                  | N/A                | N/A                                 | N/A                       | Psychiatric/Rehab                 | N/A                | N/A                | N/A                                 | N/A                       |
| 6.3                                  | 6.0                | (0.3)                               | 9.5                       | Total Adult ALOS                  | 8.5                | 2.4                | (6.1)                               | 2.5                       |
| N/A                                  | N/A                | N/A                                 | N/A                       | Newborn ALOS                      | N/A                | N/A                | N/A                                 | N/A                       |
| <b>Average Daily Census (ADC)</b>    |                    |                                     |                           |                                   |                    |                    |                                     |                           |
| 0.5                                  | 0.4                | 0.1                                 | 0.6                       | Acute                             | 3.6                | 4.4                | (0.9)                               | 4.4                       |
| 1.3                                  | 0.0                | 1.3                                 | 0.0                       | Swing Beds                        | 1.1                | 0.0                | 1.1                                 | 0.0                       |
| 0.0                                  | 0.0                | 0.0                                 | 0.0                       | All Other Adult                   | 0.0                | 0.0                | 0.0                                 | 0.0                       |
| 1.8                                  | 0.4                | 1.4                                 | 0.6                       | Total Adult ADC                   | 4.7                | 4.4                | 0.3                                 | 4.4                       |
| 0.0                                  | 0.0                | 0.0                                 | 0.0                       | Newborn                           | 0.0                | 0.0                | 0.0                                 | 0.0                       |
| <b>Long Term Care:</b>               |                    |                                     |                           |                                   |                    |                    |                                     |                           |
| 870                                  | 750                | 120                                 | 721                       | SNF/ECF Resident Days             | 9,703              | 8,775              | 928                                 | 8,903                     |
| 0                                    | 0                  | 0                                   | 4                         | SNF/ECF Resident Discharges       | 60                 | 56                 | 4                                   | 52                        |
| 0                                    | 0                  | 0                                   | 0                         | CBRF/Assisted Living Days         | 0                  | 0                  | 0                                   | 0                         |
| 28.1                                 | 24.2               | 3.9                                 | 23.3                      | Average Daily Census              | 29.0               | 26.2               | 2.8                                 | 26.6                      |
| <b>Emergency Room Statistics</b>     |                    |                                     |                           |                                   |                    |                    |                                     |                           |
| 3                                    | 1                  | 2                                   | 2                         | ER Visits - Admitted              | 22                 | 18                 | 4                                   | 23                        |
| 51                                   | 26                 | 25                                  | 78                        | ER Visits - Discharged            | 1,151              | 1,257              | (106)                               | 1,266                     |
| 10                                   | 4                  | 6                                   | 48                        | ER - Urgent Care Visits           | 129                | 104                | 25                                  | 161                       |
| 64                                   | 31                 | 33                                  | 128                       | Total ER Visits                   | 1,302              | 1,380              | (78)                                | 1,450                     |
| 4.69%                                | 1.79%              | 1.56%                               | 1.56%                     | % of ER Visits Admitted           | 1.69%              | 1.30%              | 0.39%                               | 1.59%                     |
| 42.86%                               | 26.18%             | 100.00%                             | 100.00%                   | ER Admissions as a % of Total     | 37.29%             | 31.49%             | 5.80%                               | 43.40%                    |
| <b>Outpatient Statistics:</b>        |                    |                                     |                           |                                   |                    |                    |                                     |                           |
| 378                                  | 390                | (12)                                | 460                       | Total Outpatients Visits          | 3,713              | 4,320              | (607)                               | 4,155                     |
| 0                                    | 6                  | (6)                                 | 1                         | Observation Bed Days              | 19                 | 24                 | (5)                                 | 15                        |
| 210                                  | 390                | (180)                               | 342                       | Clinic Visits - Primary Care      | 2,524              | 3,200              | (676)                               | 2,951                     |
| 35                                   | 75                 | (40)                                | 0                         | Clinic Visits - Specialty Clinics | 486                | 264                | 222                                 | 326                       |
| 0                                    | 0                  | 0                                   | 0                         | IP Surgeries                      | 0                  | 0                  | 0                                   | 0                         |
| 0                                    | 0                  | 0                                   | 0                         | OP Surgeries                      | 0                  | 0                  | 0                                   | 0                         |
| 0                                    | 0                  | 0                                   | 0                         | Outpatient Scopes                 | 0                  | 0                  | 0                                   | 0                         |
| 0                                    | 0                  | 0                                   | 0                         | Retail Pharmacy Scripts           | 0                  | 0                  | 0                                   | 0                         |
| <b>Productivity Statistics:</b>      |                    |                                     |                           |                                   |                    |                    |                                     |                           |
| 92.32                                | 91.80              | 0.52                                | 0.00                      | FTE's - Worked                    | 92.32              | 91.80              | 0.52                                | 93.98                     |
| 102.80                               | 97.20              | 5.60                                | 102.80                    | FTE's - Paid                      | 102.17             | 98.80              | 3.37                                | 102.17                    |
| 0.9160                               | 0.9610             | 0.04                                | 0.9610                    | Case Mix Index - Medicare         | 0.9160             | 0.9557             | 0.04                                | 0.9521                    |
| 0.8990                               | 0.9820             | 0.08                                | 0.9820                    | Case Mix Index - All payers       | 0.8990             | 0.9692             | 0.07                                | 0.9550                    |



## Key Financial Ratios

**SOUTHERN INYO HEALTHCARE DISTRICT**  
**LONE PINE, CALIFORNIA**  
**Eleven Months Ended May 31, 2020**

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|   | Year to Date<br>5/31/2020         | Prior<br>Year to Date<br>6/30/2018 | Prior Fiscal<br>Year End<br>6/30/2018 | Peer<br>California<br>Hospitals<br>(See Note 1) | National<br>Rural<br>CAH Hospitals<br>(See Note 2) |
|---|-----------------------------------|------------------------------------|---------------------------------------|---|--|
| <b>Profitability:</b>                       |                                   |                                    |                                       |   |  |
| Operating Margin                            | -13.28%                           | -13.83%                            | -23.07%                               | 2.33%   | 0.42%  |
| Total Profit Margin                         | 40.04%                            | -8.44%                             | -17.01%                               | 2.49%   | 1.23%  |
| Cash Flow Margin                            | 40.09%                            | -7.77%                             | -16.25%                               | 8.40%   | 5.91%  |
| Contractual Allowance %                     | 31.26%                            | 25.56%                             | 28.60%                                | 50.62%  | 39.92%   |
| Inpatient Gross Revenue as a % of Total     | 25.15%                            | 31.23%                             | 31.09%                                | 38.85%  | 28.48%   |
| Outpatient Gross Revenue as % of Total      | 44.59%                            | 43.54%                             | 43.51%                                | 64.83%  | 74.43%   |
| Average Daily Census Acute Care             | 0.55                              | 0.41                               | 4.35                                  | 5.57  | 3.22   |
| Average Daily Census Swing Bed              | 1.29                              | 0.00                               | 0.00                                  | 0.37  | 1.52   |
| <b>Liquidity:</b>                           |                                   |                                    |                                       |   |  |
| Days of Cash on Hand, Short Term            | 117.45                            | 4.56                               | 2.98                                  | 23.32   | 27.10  |
| Days Cash, All Sources                      | 117.76                            | 4.60                               | 4.60                                  | 67.87   | 71.21  |
| Net Days in Accounts Receivable             | 156.49                            | 165.16                             | 165.16                                | 59.54   | 53.16  |
| Average Payment Period                      | 172.62                            | 168.12                             | 168.12                                | 56.65   | 53.00  |
| Current Ratio                               | 1.30                              | 1.03                               | 0.84                                  | 2.31  | 1.12   |
| Medicare Cost to charge ratio               | 59.08%                            | 53.20%                             | 53.20%                                | 38.00%  | 47.00%   |
| <b>Capital Structure:</b>                   |                                   |                                    |                                       |   |  |
| Average Age of Plant (Annualized)           | 13.88                             | 13.87                              | 13.87                                 | 11.13   | 11.45  |
| Capital Costs as a % of Total Expenses      | 2.52%                             | 3.58%                              | 3.58%                                 | 7.51%   | 5.30%  |
| Long Term Debt to Equity                    | 1.2%                              | -202.7%                            | -202.7%                               | 53.99%  | 60.32%   |
| Long Term Debt to Capitalization            | 1.2%                              | 197.3%                             | 197.3%                                | 20.13%  | 29.00%   |
| Debt Service Coverage Ratio                 | 14.74                             | 0.92                               | 0.92                                  | 2.27  | 3.16   |
| Medicare IN Patient Payer mix               | 8.33%                             | 6.66%                              | 6.75%                                 | 57.90%  | 73.01%   |
| Medicare Out Patient Payer mix              | 51.39%                            | 49.48%                             | 49.43%                                | 38.89%  | 37.90%   |
| <b>Productivity and Efficiency:</b>         |                                   |                                    |                                       |   |  |
| Paid FTE's per Adjusted Occupied Bed        | 5.77                              | 1.95                               | 15.04                                 | 10.34   | 5.86   |
| Total Net Revenue per FTE                   | \$80,997                          | \$37,092                           | \$37,092                              | \$117,848                                       | \$77,243   |
| Salary Expense per Paid FTE                 | \$56,795                          | \$50,287                           | \$50,287                              | \$59,647  | \$50,845   |
| Salary and Benefits as a % of Net Revenue   | 76.94%                            | 58.21%                             | 58.21%                                | 41.52%  | 45.57%   |
| Employee Benefits %                         | 15.84%                            | 24.57%                             | 24.57%                                | 41.29%  | 25.20%   |
| Supply Expense Per Adj. Discharge - CMI Adj | \$660.75                          | \$499.95                           | \$499.95                              | \$2,476.27                                      | \$1,050.00   |
| FTE's Per Occupied Bed                      | 3.05                              | 4.97                               | 4.97                                  | 5.31  | 5.80   |
|   | <b>YTD - Actual<br/>5/31/2020</b> | <b>YTD - Actual<br/>7/31/2017</b>  | <b>YTD - Actual<br/>6/30/2018</b>     | <b>YTD - Budget<br/>5/31/2020</b>               |  |
| <b>Other Ratios:</b>                        |                                   |                                    |                                       |   |  |
| Gross Days in Accounts Receivable           | 257.08                            | 671.65                             | 671.65                                | 60.00   |  |
| Net Revenue per Adjusted Discharge          | \$11,880                          | \$9,886                            | \$9,886                               | \$10,241  |  |
| Operating Expenses per Adj. Discharge       | \$13,458                          | \$14,668                           | \$14,668                              | \$11,657  |  |

Note 1 - CHA Financial Indicators Report 2016 (U. of North Carolina)

Note 2 - Per CAH Financial Indicators Report 2016 ( U. of North Carolina)

Southern Inyo Healthcare District  
Operational Cash Flow Projections  
Budget FY 2021.

|                                 | Proj<br>Jul-20 | Proj<br>Aug-20 | Proj<br>Sep-20 | Proj<br>Oct-20 | Proj<br>Nov-20 | Proj<br>Dec-20 | Proj<br>Jan-21 | Proj<br>Feb-21 | Proj<br>Mar-21 | Proj<br>Apr-21 | Proj<br>May-21 | Proj<br>Jun-21 | Proj<br>FY | TOTAL      |
|---------------------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------|------------|
| <b>Ave. Daily Census</b>        |                |                |                |                |                |                |                |                |                |                |                |                |            |            |
| Acute Care                      | 0.6            | 0.07           | 0.3            | 0.3            | 0.1            | 0.4            | 0.3            | 0.1            | 0.5            | 0.6            | 0.6            | 0.6            | 0.70       | 0.37       |
| Swing                           | 0.0            | 0.00           | 0.0            | 1.9            | 0.2            | 1.7            | 2.1            | 1.2            | 1.8            | 1.4            | 0.0            | 0.0            | 2.50       | 1.07       |
| SNF                             | 28.0           | 25.15          | 25.8           | 28.0           | 27.8           | 29.6           | 31.5           | 30.3           | 29.7           | 29.0           | 28.0           | 27.00          | 27.00      | 28.31      |
| Beginning Balance               | 527,701        | 255,511        | 73,802         | 168,161        | 56,634         | 391,521        | 471,487        | 623,929        | 466,044        | 867,559        | 1,178,009      | 992,709        | 527,701    |            |
| <b>Cash Receipts</b>            |                |                |                |                |                |                |                |                |                |                |                |                |            |            |
| Medicare                        | 56,215         | 253,261        | 152,526        | 92,891         | 378,001        | 716,150        | 473,742        | 488,543        | 606,547        | 776,911        | 142,227        | 151,320        | 151,320    | 4,270,335  |
| Medi-Cal                        | 214,777        | 204,069        | 161,051        | 199,454        | 155,454        | 151,642        | 151,014        | 146,823        | 285,300        | 117,405        | 142,852        | 112,243        | 112,243    | 2,042,084  |
| Insurance                       | 168,229        | 81,226         | 143,494        | 183,434        | 48,483         | 82,610         | 49,219         | 44,329         | 63,316         | 74,324         | 47,861         | 94,121         | 94,121     | 1,080,649  |
| HMO/Bad Debt Recovery           | 2,249          | 4,208          | 9,599          | 0              | 88,095         | 86,201         | 97,054         | 78,628         | 105,995        | 60,609         | 77,567         | 14,231         | 14,231     | 624,436    |
| Credit Card Payments            | 9,283          | 6,551          | 18,803         | 40,844         | 14,024         | 19,292         | 13,750         | 29,035         | 12,621         | 0              | 0              | 5,121          | 5,121      | 169,323    |
| Private Pay                     | 28,226         | 21,452         | 20,029         | 21,130         | 41,675         | 30,307         | 49,636         | 25,600         | 34,970         | 22,934         | 28,426         | 36,240         | 36,240     | 361,625    |
| Rebates & Refunds/Taxes/IGT     | 0              | 259,615        | 0              | 114,215        | 0              | 0              | 415,385        | 0              | 906,550        | 554,458        | 666,958        | 75,000         | 75,000     | 2,992,181  |
| Miscellaneous Cash              | 16,049         | 883            | 1,080          | 26,016         | 14,111         | 10,411         | 14,283         | 28,608         | 63,067         | 20,957         | 60,811         | 31,258         | 31,258     | 287,523    |
| Unapplied/Withholds             | -67,868        | -247,850       | -148,510       | -71,529        | 0              | 0              | 0              | 0              | -139,059       | -65,381        | 0              | 55,581         | 55,581     | (684,416)  |
| Total Cash Received             | 427,360        | 583,415        | 358,072        | 606,456        | 739,642        | 1,096,614      | 1,264,084      | 821,566        | 1,939,297      | 1,584,218      | 1,167,702      | 575,115        | 575,115    | 11,143,740 |
| <b>Salaries</b>                 | 500,000        | 500,736        | 533,237        | 540,000        | 535,000        | 768,857        | 560,000        | 526,627        | 520,000        | 538,571        | 776,400        | 541,000        | 541,000    | 6,840,429  |
| Professional Fees               | 176,911        | 121,821        | 123,186        | 74,908         | 112,697        | 188,021        | 103,155        | 260,000        | 104,951        | 132,280        | 102,031        | 99,981         | 99,981     | 1,599,943  |
| Supplies                        | 22,639         | 12,177         | 11,001         | 2,935          | 20,833         | 45,655         | 30,881         | 64,024         | 15,056         | 29,451         | 41,146         | 54,200         | 54,200     | 349,998    |
| Other/Purch Serv/Contract Labor | 0              | 0              | 96,288         | 100,140        | 97,744         | 14,135         | 148,988        | 128,799        | 377,901        | 303,467        | 552,595        | 36,516         | 36,516     | 1,856,573  |
| Inyo County Treas Repay         | 0              | 130,389        | 0              | 0              | 0              | 0              | 268,599        | 0              | 268,874        | 0              | 142,776        | 82,000         | 82,000     | 893,637    |
| IGT Matching                    | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0          | 0          |
| TOTAL EXPENSE                   | 699,550        | 765,123        | 763,713        | 717,983        | 766,274        | 1,016,668      | 1,111,623      | 979,450        | 1,267,781      | 1,003,769      | 1,353,002      | 813,697        | 813,697    | 11,540,580 |
| Return of Medicare/Cal Overpmt  | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0          | 0          |
| Investment Account (LAIF)*      | 0              | 0              | -500,000       | 0              | 0              | 0              | 0              | 0              | 250,000        | 250,000        | 0              | 0              | 0          | 0          |
| Total Payments                  | 699,550        | 765,123        | 263,713        | 717,983        | 766,274        | 1,016,668      | 1,111,623      | 979,450        | 1,537,781      | 1,253,769      | 1,353,002      | 813,697        | 813,697    | 11,540,580 |
| Cash Over/(Under)               | 255,511        | 73,802         | 168,161        | 56,634         | 30,202         | 471,467        | 623,929        | 466,044        | 867,559        | 1,178,009      | 992,709        | 754,127        | 754,127    | 754,127    |
| Property Tax Fund               | 0              | 7,724          | 7,724          | 2,776          | 0              | 0              | 10,673         | 0              | 444,555        | 0              | 0              | 0              | 0          | 0          |
| Business Reserve                | 7,724          | (4,948)        | 0              | 7,351          | 7,709          | 7,659          | 7,747          | 7,950          | 8,817          | 11,859         | 7,613          | 7,613          | 7,613      | 7,613      |
| Payroll Reserve                 | 0              | 0              | 0              | 90,705         | 0              | 0              | 34,281         | 0              | 0              | 0              | 0              | 0              | 0          | 0          |
| Reserve Add or Transfer         | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0              | 0          | 0          |
| Net Cash Balance                | 263,235        | 76,578         | 175,885        | 157,465        | 37,911         | 479,126        | 676,630        | 473,994        | 1,320,932      | 1,189,868      | 1,000,322      | 761,740        | 761,740    | 761,740    |