

# SOUTHERN INYO HEALTHCARE DISTRICT

## Finance Committee Meeting Minutes

Date: Tuesday, January 7, 2020  
Time: 4:00 p.m.

Location: Southern Inyo Hospital Conference Room  
501 East Locust St  
Lone Pine, CA 93545

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### **PRESENT**

Jaque Hickman, President  
Charles Carson, Vice President  
Bruce Branson, Treasurer  
Peter Spiers, CEO  
Chester Beedle, Financial Consultant  
Shannon Jimerson, CNO  
Barbara Southey, HR Director  
Maritza Perkins, Admin. Assistant

### **PUBLIC**

LeRoy Kritz

### **I. CALL TO ORDER**

The meeting was called to order at 4:05 pm.

Jaque Hickman moved to approve the agenda for the 01/07/2020 Finance Committee Meeting. Charles Carson seconded.

### **II. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA**

None

### **III. APPROVAL OF MINUTES**

a. Finance Committee Meeting Minutes for November 5, 2019

Jaque Hickman moved to approve the 11/05/2019 Finance Committee Minutes. Charles Carson seconded.

### **IV. BUSINESS ITEMS**

A. CEO Financial Services Overview (CEO)

#### Board of Directors:

Jaqueline Hickman  
President

Charles Carson  
Vice President

Carma Roper  
Secretary

Bruce Branson  
Treasurer

Mark Lacey  
Director

As reported before, Peter Spiers stated that he spent time with the revenue cycle group by refreshing that dept. and now we are starting to bear fruit as far as collections and the billing process.

There are still some things to take care of but the production is much better. Currently, there are 4 collectors and they have accountability sheets that are sent to Peter weekly. The sheet is to check their work product. The team leaders are rewarding them for goals that are met. They have changed the culture in the Business Office. They are working with Medworxs and doing much better.

Need to do the same with accounts payable dept. There is a new employee by the name of Leigh McLendon. She will off-load Anita Sonke. There will be a new process with accounts payable. Peter will be restructuring the AP process. We want to get some alignment in AP starting this month.

Charles Carson asked about the new collections. He wanted to know if it is current, middle or aging. Peter stated that it's newer stuff. The current to 60days is much better. We still need to talk about the old stuff and what to do about it.

Per Chet, Peter is correct on how the revenue cycle is working and the bases they are working on but there is a caveat. The biggest share of increase in dollars is coming from Medicare. The only reason this is happening is because we got approval for swing beds and we are getting the 9,000 per day. When we get to the end of the fiscal year, Medicare will notice that the cost of bed is not 9,000 per day on swing bed. We will need to pay Medicare back. We need to understand that there will be some downturn. We need to be prepared for the withhold.

The cost report that was filed was based upon last year. Consequently, it shows \$1.3 million dollars receivable from us. Derek Petrak and Chet Beedle feel that it's overstated when they do their audit. Derek and Chet would like to see close to a million dollars set aside for payback. In February, we will probably get a check for that filing once the audit is completed. We will probably get 75%. Around the same time they will ask for a mid-year report. Derek will help with that. It will go through and they will probably say we were overpaid. When will the withhold happen? Probably in April 2020.

Jaque Hickman suggested to take the catch up audit monies and put it in the LAIF account. Chet said that it will be important and we should hold at least a million dollars. That way when the withhold comes, we can pay it. Chet stated we need to be careful. We need the money to replace what's not coming. Jaque Hickman stated it is not money to be spent. It is very important to save.

On the accounts payable side, Chet agrees with Peter on the mechanism needs to be changed a bit. It will help with everything. AP is a challenge. No checks are holding at this time that have been cut. It has been good the last 60 days on payables.

Jaque Hickman and the board would like to send a note to the staff with their paychecks giving thanks. She wants everyone to know that the Board of Directors are very aware of the turnaround on attitude and effort. And that we have established a team.

Peter will provide weekly CEO updates for the board starting next week.

Bruce Branson mentioned previous notes on a team to deal with daily medical records and skilled nursing. Peter spoke with Vicki Torix and they have identified someone who will take care of medical records for skilled nursing. This is in play.

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Peter and Chet are working together on the AP float. Took care of 3 payrolls and paid down a lot of the existing float. Peter wants to make sure we pay all our Lone Pine vendors on a regular basis.

**B.** Financial Statement for October 2019 (Financial Consultant)

**C.** Cash Flow with Projections and Budgets (Financial Consultant)

Chet Beedle reviewed the financials (items B & C).

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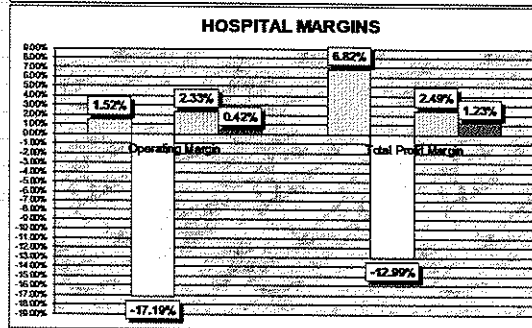
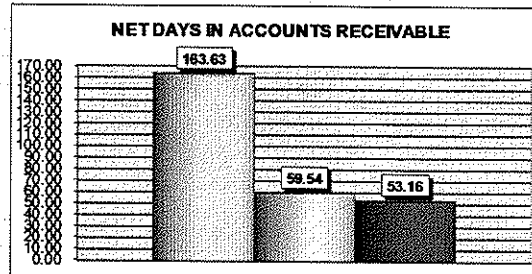
Mark Lacey  
Director

# SOUTHERN INYO HEALTHCARE DISTRICT

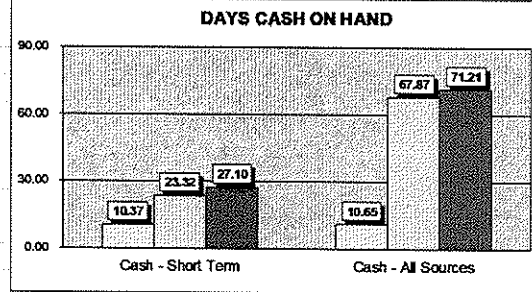
## EXECUTIVE FINANCIAL SUMMARY

Four Months Ended October 31, 2019

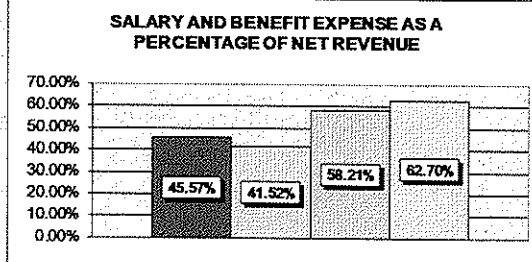
BALANCE SHEET		
	10/31/2019	6/30/2019
<b>ASSETS</b>		
Current Assets	\$4,391,805	\$4,706,581
Assets Whose Use is Limited	7,627	7,936
Property, Plant and Equipment (Net)	1,059,128	1,061,248
Other Assets	0	0
<b>Total Unrestricted Assets</b>	<b>5,458,560</b>	<b>5,775,765</b>
Restricted Assets	0	0
<b>Total Assets</b>	<b>\$5,458,560</b>	<b>\$5,775,765</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$5,485,784	\$5,470,233
Long-Term Debt	19,000	17,122
Other Long-Term Liabilities	0	413,300
<b>Total Liabilities</b>	<b>5,504,784</b>	<b>5,900,655</b>
Net Assets	(46,224)	(124,890)
<b>Total Liabilities and Net Assets</b>	<b>\$5,458,560</b>	<b>\$5,775,765</b>



STATEMENT OF REVENUE AND EXPENSES - YTD		
	ACTUAL	BUDGET
<b>Revenue:</b>		
Gross Patient Revenues	\$4,909,894	\$5,019,243
Deductions From Revenue	(1,767,595)	(1,383,303)
Net Patient Revenues	3,142,299	3,635,940
Other Operating Revenue	157,222	95,240
<b>Total Operating Revenues</b>	<b>3,299,521</b>	<b>3,731,179</b>
<b>Expenses:</b>		
Salaries, Benefits & Contract Labor	2,068,871	2,673,969
Purchased Services & Physician Fees	635,025	589,938
Supply Expenses	138,433	190,395
Other Operating Expenses	405,007	847,689
Bad Debt Expense	0	0
Depreciation & Interest Expense	2,120	70,442
<b>Total Expenses</b>	<b>3,249,456</b>	<b>4,372,432</b>
<b>NET OPERATING SURPLUS</b>	<b>50,065</b>	<b>(641,253)</b>
Non-Operating Revenue/(Expenses)	175,002	156,724
<b>TOTAL NET SURPLUS</b>	<b>\$225,067</b>	<b>(\$484,529)</b>



KEY STATISTICS AND RATIOS - YTD		
	ACTUAL	BUDGET
Total Acute Patient Days	7	35
Average Acute Length of Stay	3.5	1.5
Total Emergency Room Visits	134	593
Outpatient Visits	299	1,236
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	-1.04%	-18.55%
Current Ratio	0.80	-
Days Expense in Accounts Payable	309.26	-



SOUTHERN INYO HEALTHCARE DISTRICT	
Budget	10/31/19
California	Hospitals
CAH Hospitals	Rural
Prior Fiscal Year End	06/30/19

<b>FINANCIAL STRENGTH INDEX -</b>	<b>1.77</b>
Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)

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Mark Lacey  
Director

**Balance Sheet - Assets**

**SOUTHERN INYO HEALTHCARE DISTRICT**

**LONE PINE, CALIFORNIA**

**Four Months Ended October 31, 2019**

	Current	Prior	ASSETS		Prior
	Month	Month	Positive/	Percentage	Year End
	10/31/2019	9/30/2019	(Negative)	Variance	6/30/2019
			Variance		
<b>Current Assets</b>					
Cash and Cash Equivalents	\$275,944	\$154,049	\$121,896	79.13%	\$916,834
Gross Patient Accounts Receivable	9,473,222	9,473,242	(20)	0.00%	8,742,913
Less: Bad Debt and Allowance Reserves	(5,494,469)	(5,494,480)	11	0.00%	(5,070,890)
Net Patient Accounts Receivable	3,978,753	3,978,761	(8)	0.00%	3,672,024
Interest Receivable	0	0	0	0.00%	0
Other Receivables	0	0	0	0.00%	0
Inventories	117,879	111,511	6,368	5.71%	110,223
Prepaid Expenses	19,228	19,228	0	0.00%	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>4,391,805</b>	<b>4,263,549</b>	<b>128,256</b>	<b>3.01%</b>	<b>4,706,581</b>
<b>Assets Whose Use is Limited</b>					
Cash	7,627	7,717	(90)	-1.17%	7,786
Investments	0	0	0	0.00%	0
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>7,627</b>	<b>7,717</b>	<b>(90)</b>	<b>-1.17%</b>	<b>7,936</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	(5,263,687)	(5,262,906)	(781)	-0.01%	(5,261,567)
<b>Net Property, Plant, and Equipment</b>	<b>1,059,128</b>	<b>1,059,909</b>	<b>(781)</b>	<b>-0.07%</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>5,458,560</b>	<b>5,331,176</b>	<b>127,384</b>	<b>2.39%</b>	<b>5,775,765</b>
<b>Restricted Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>0</b>
<b>TOTAL ASSETS</b>	<b>\$5,458,560</b>	<b>\$5,331,176</b>	<b>\$127,384</b>	<b>2.39%</b>	<b>\$5,775,765</b>

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**Balance Sheet - Liabilities and Net Assets**

**SOUTHERN INYO HEALTHCARE DISTRICT**

**LONE PINE, CALIFORNIA**

**Four Months Ended October 31, 2019**

	LIABILITIES AND FUND BALANCE				Prior Year End 6/30/2019
	Current Month 10/31/2019	Prior Month 9/30/2019	Positive/ (Negative) Variance	Percentage Variance	
<b>Current Liabilities</b>					
Accounts Payable	\$5,239,380	\$5,123,277	(\$116,103)	-2.27%	\$4,933,871
Notes and Loans Payable	3,609	3,607	(2)	-0.05%	3,607
Accrued Payroll	32,252	29,361	(2,890)	-9.84%	104,291
Accrued Payroll Taxes	35,219	32,063	(3,156)	-9.84%	30,830
Accrued Benefits	1,824	6,630	4,806	72.49%	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	190,399	20,505	10.77%	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	27,490	(142,404)	-518.02%	290,842
<b>Total Current Liabilities</b>	<b>5,485,784</b>	<b>5,416,434</b>	<b>(69,350)</b>	<b>-1.28%</b>	<b>5,470,233</b>
<b>Long Term Debt</b>					
Bonds/Mortgages Payable	0	0	0	0.00%	0
Leases/Notes Payable	22,607	22,123	(484)	-2.19%	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>19,000</b>	<b>18,516</b>	<b>(484)</b>	<b>-2.61%</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	0	167,517	167,517	100.00%	413,300
<b>Total Other Long Term Liabilities</b>	<b>0</b>	<b>167,517</b>	<b>167,517</b>	<b>100.00%</b>	<b>413,300</b>
<b>TOTAL LIABILITIES</b>	<b>5,504,784</b>	<b>5,602,467</b>	<b>97,683</b>	<b>1.74%</b>	<b>5,900,655</b>
<b>Net Assets:</b>					
Unrestricted Fund Balance	(271,291)	213,238	484,529	227.22%	226,776
Inter-Departmental Transfer (DSH)	0	0	0	0.00%	0
Restricted Fund Balance	0	0	0	0.00%	0
Net Revenue/(Expenses)	225,067	(484,529)	(709,596)	146.45%	(351,666)
<b>TOTAL NET ASSETS</b>	<b>(46,224)</b>	<b>(271,291)</b>	<b>(225,067)</b>	<b>82.96%</b>	<b>(124,890)</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$5,458,560</b>	<b>\$5,331,176</b>	<b>(\$127,384)</b>	<b>-2.39%</b>	<b>\$5,775,765</b>

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**Statement of Revenue and Expense**  
**SOUTHERN INYO HEALTHCARE DISTRICT**  
**LONE PINE, CALIFORNIA**  
**Four Months Ended October 31, 2019**

	<b>CURRENT MONTH</b>				
	<b>Actual</b>	<b>Budget</b>	<b>Positive</b>	<b>Percentage</b>	<b>Prior</b>
	<b>10/31/19</b>	<b>10/31/19</b>	<b>(Negative)</b>	<b>Variance</b>	<b>Year</b>
			<b>Variance</b>		<b>10/31/18</b>
<b>Gross Patient Revenue</b>					
Inpatient Revenue	\$106,744	\$62,950	\$43,794	69.57%	\$58,832
Clinic Revenue	158,294	115,422	42,873	37.14%	107,871
Outpatient Revenue	615,312	429,235	186,077	43.35%	401,154
Long Term Care Revenue	401,176	490,840	(89,664)	-18.27%	458,729
Other	0	0	0	0.00%	0
<b>Total Gross Patient Revenue</b>	<b>1,281,526</b>	<b>1,098,447</b>	<b>183,079</b>	<b>16.67%</b>	<b>1,026,586</b>
<b>Deductions From Revenue</b>					
Discounts and Allowances	(422,904)	(279,665)	(143,239)	-51.22%	(287,444)
Bad Debt Expense (Governmental Providers Only)	(51,261)	(21,969)	(29,292)	-133.33%	(30,798)
Settlements/Other	0	0	0	0.00%	0
Charity Care	(37,285)	(1,098)	(36,187)	-3294.37%	(10,266)
<b>Total Deductions From Revenue</b>	<b>(511,450)</b>	<b>(302,732)</b>	<b>(208,718)</b>	<b>-68.94%</b>	<b>(328,507)</b>
<b>Net Patient Revenue</b>	<b>770,076</b>	<b>795,715</b>	<b>(25,639)</b>	<b>-3.22%</b>	<b>698,078</b>
Deduction % of Gross Revenue	-39.9%	-27.6%			-32.0%
Other Operating Revenue	66,731	0	66,731	0.00%	0
<b>Total Operating Revenue</b>	<b>836,807</b>	<b>795,715</b>	<b>41,093</b>	<b>5.16%</b>	<b>698,078</b>
<b>Operating Expenses</b>				<b>Exp %/Net Rev</b>	
Salaries and Wages	451,525	411,060	40,465	51.7%	395,250
Fringe Benefits	28,266	102,765	(74,499)	12.9%	98,813
Contract Labor	6,988	47,322	(40,334)	5.9%	45,502
Physicians Fees	148,104	114,492	33,612	14.4%	110,089
Purchased Services	21,191	20,062	1,129	2.5%	19,290
Supply Expense	29,067	64,938	(35,871)	8.2%	63,047
Utilities	16,936	15,987	949	2.0%	15,226
Repairs and Maintenance	4,043	18,315	(14,271)	2.3%	17,610
Insurance Expense	15,100	18,182	(3,082)	2.3%	17,316
All Other Operating Expenses	36,949	21,725	15,224	2.7%	20,990
Bad Debt Expense (Non-Governmental Providers)	0	0	-	0.0%	0
Leases and Rentals	12,740	19,837	(7,097)	2.5%	19,837
Depreciation and Amortization	781	781	-	0.1%	781
Interest Expense (Non-Governmental Providers)	0	0	-	0.0%	0
<b>Total Operating Expenses</b>	<b>771,690</b>	<b>855,465</b>	<b>(83,775)</b>	<b>107.5%</b>	<b>823,750</b>
<b>Net Operating Surplus/(Loss)</b>	<b>65,117</b>	<b>(59,750)</b>	<b>124,867</b>	<b>-208.98%</b>	<b>(125,671)</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	56,327	56,327	0	0.00%	56,327
Interest Expense (Governmental Providers Only)	(21,624)	(20,543)	1,081	-5.26%	(21,624)
Other Non-Operating Revenue/(Expenses)	9,048	8,596	452	5.26%	9,048
<b>Total Non Operating Revenue/(Expense)</b>	<b>43,751</b>	<b>44,380</b>	<b>(629)</b>	<b>-1.42%</b>	<b>43,751</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$108,868</b>	<b>(\$15,370)</b>	<b>\$124,238</b>	<b>-808.29%</b>	<b>(\$81,921)</b>
<b>Operating Margin</b>	<b>7.78%</b>	<b>-7.51%</b>			<b>-18.00%</b>
<b>Total Profit Margin</b>	<b>13.01%</b>	<b>-1.93%</b>			<b>-11.74%</b>
<b>EBITDA</b>	<b>5.29%</b>	<b>-9.99%</b>			<b>-20.99%</b>
<b>Cash Flow Margin</b>	<b>15.69%</b>	<b>0.75%</b>			<b>-8.53%</b>

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**Statement of Revenue and Expense**  
**SOUTHERN INYO HEALTHCARE DISTRICT**  
**LONE PINE, CALIFORNIA**  
**Four Months Ended October 31, 2019**

	YEAR-TO-DATE				
	Actual 10/31/19	Budget 10/31/19	Positive (Negative) Variance	Percentage Variance	Prior Year 10/31/18
<b>Gross Patient Revenue</b>					
Inpatient Revenue	\$299,647	\$453,633	(\$153,985)	-33.94%	\$385,426
Clinic Revenue	404,265	348,915	55,350	15.86%	257,798
Outpatient Revenue	2,601,396	2,237,435	363,960	16.27%	1,866,802
Long Term Care Revenue	1,604,586	1,972,966	(368,380)	-18.67%	1,568,941
Other	0	6,294	(6,294)	-100.00%	6,081
<b>Total Gross Patient Revenue</b>	<b>4,909,894</b>	<b>5,019,243</b>	<b>(109,349)</b>	<b>-2.18%</b>	<b>4,085,048</b>
<b>Deductions From Revenue</b>					
Discounts and Allowances	(1,547,698)	(1,277,899)	(269,798)	-21.11%	(1,118,133)
Bad Debt Expense (Governmental Providers Only)	(160,112)	(100,385)	(59,727)	-59.50%	(122,551)
Settlements/Other	(22,500)	0	(22,500)	0.00%	0
Charity Care	(37,285)	(5,019)	(32,266)	-642.85%	(40,850)
<b>Total Deductions From Revenue</b>	<b>(1,767,595)</b>	<b>(1,383,303)</b>	<b>(384,292)</b>	<b>-27.78%</b>	<b>(1,281,535)</b>
Deductions as % of Gross Revenue	-36.0%	-27.6%			-31.4%
<b>Net Patient Revenue</b>	<b>3,142,299</b>	<b>3,635,940</b>	<b>(493,641)</b>	<b>-13.58%</b>	<b>2,803,513</b>
<b>Other Operating Revenue</b>	<b>157,222</b>	<b>95,240</b>	<b>61,983</b>	<b>65.08%</b>	<b>46,445</b>
<b>Total Operating Revenue</b>	<b>3,299,521</b>	<b>3,731,179</b>	<b>(431,658)</b>	<b>-11.57%</b>	<b>2,849,959</b>
<b>Operating Expenses</b>				Exp %/Net Rev	
Salaries and Wages	1,820,880	2,025,918	205,038	54.3%	1,466,339
Fringe Benefits	173,014	506,479	333,465	13.6%	366,585
Contract Labor	74,977	141,571	66,594	3.8%	105,618
Physicians Fees	576,070	493,199	(82,871)	13.2%	400,417
Purchased Services	58,955	96,739	37,784	2.6%	80,085
Supply Expense	138,433	190,395	51,962	5.1%	142,578
Utilities	85,399	69,890	(15,509)	1.9%	56,353
Repairs and Maintenance	13,682	43,218	29,536	1.2%	29,748
Insurance Expense	107,348	78,171	(29,178)	2.1%	62,838
All Other Operating Expenses	172,156	587,844	415,688	15.8%	553,892
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.0%	0
Leases and Rentals	26,422	68,566	42,145	1.8%	55,266
Depreciation and Amortization	2,120	70,442	68,321	1.9%	56,909
Interest Expense (Non-Governmental Providers)	0	0	0	0.0%	0
<b>Total Operating Expenses</b>	<b>3,249,456</b>	<b>4,372,432</b>	<b>1,122,976</b>	<b>117.2%</b>	<b>3,376,627</b>
<b>Net Operating Surplus/(Loss)</b>	<b>50,065</b>	<b>(641,253)</b>	<b>691,318</b>	<b>-107.81%</b>	<b>(526,668)</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	225,308	247,274	(21,967)	-8.88%	225,308
Interest Expense (Governmental Providers Only)	(86,497)	(121,355)	34,858	-28.72%	(86,497)
Other Non-Operating Revenue/(Expenses)	36,192	30,805	5,387	17.49%	36,192
<b>Total Non Operating Revenue/(Expense)</b>	<b>175,002</b>	<b>156,724</b>	<b>18,278</b>	<b>11.66%</b>	<b>175,002</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$225,067</b>	<b>(\$484,529)</b>	<b>\$709,596</b>	<b>-146.45%</b>	<b>(\$351,666)</b>
<b>Operating Margin</b>	<b>1.52%</b>	<b>-17.19%</b>			<b>-18.48%</b>
<b>Total Profit Margin</b>	<b>6.82%</b>	<b>-12.99%</b>			<b>-12.34%</b>
<b>EBITDA</b>	<b>-1.04%</b>	<b>-18.55%</b>			<b>-19.52%</b>
<b>Cash Flow Margin</b>	<b>9.51%</b>	<b>-7.85%</b>			<b>-7.31%</b>

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Statement of Revenue and Expense - 13 Month Trend

SOUTHERN INYO HEALTHCARE DISTRICT  
LONE PINE, CALIFORNIA

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	Actual 7/31/2019	Actual 8/31/2019	Actual 9/30/2019	Actual 10/30/2019	Actual 11/30/2019	Actual 12/31/2019	Actual 1/31/2020	Actual 2/28/2020	Actual 3/31/2020	Actual 4/30/2020	Actual 5/31/2020	Actual 6/30/2020	Actual 6/30/2019
<b>Gross Patient Revenue</b>													
Inpatient Revenue	\$45,894	\$94,568	\$52,441	\$105,744	\$58,832	\$59,417	\$81,121	\$37,974	\$60,551	\$42,830	\$36,939	\$53,970	\$81,612
Outpatient Revenue	80,682	83,245	82,042	158,294	107,871	50,528	50,867	50,599	41,075	65,373	70,205	78,809	65,872
Long Term Care Revenue	647,473	700,432	638,179	615,312	401,154	486,424	473,457	585,705	539,612	497,101	611,828	492,290	556,244
Other	401,885	404,913	396,611	401,176	458,729	\$335,371	510,328	424,064	381,661	328,580	363,234	339,093	397,365
<b>Total Gross Patient Revenue</b>	<b>1,175,935</b>	<b>1,283,158</b>	<b>1,169,273</b>	<b>1,281,526</b>	<b>1,026,586</b>	<b>931,740</b>	<b>1,115,773</b>	<b>1,098,342</b>	<b>1,022,899</b>	<b>933,884</b>	<b>1,062,207</b>	<b>964,162</b>	<b>1,101,093</b>
<b>Deductions From Revenue</b>													
Discounts and Allowances	(364,540)	(397,779)	(352,475)	(422,904)	(287,444)	(260,887)	(312,417)	(207,535)	(286,412)	(261,488)	(303,018)	(269,955)	(308,306)
Bad Debt Expense (Governmental Providers Only)	(35,278)	(38,495)	(35,079)	(51,261)	(30,788)	(27,952)	(33,473)	(32,850)	(30,687)	(28,017)	(32,466)	(28,925)	(33,033)
Prior Year Settlements	0	0	0	0	0	0	0	0	0	0	0	0	0
Charity Care	(7,500)	(7,500)	(7,500)	(37,289)	(17,000)	(17,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)	(7,500)
<b>Total Deductions From Revenue</b>	<b>(407,318)</b>	<b>(443,774)</b>	<b>(409,053)</b>	<b>(511,454)</b>	<b>(325,242)</b>	<b>(296,339)</b>	<b>(353,389)</b>	<b>(347,885)</b>	<b>(324,599)</b>	<b>(297,005)</b>	<b>(342,984)</b>	<b>(306,390)</b>	<b>(348,839)</b>
<b>Net Patient Revenue</b>	<b>768,617</b>	<b>839,385</b>	<b>764,220</b>	<b>770,072</b>	<b>700,844</b>	<b>635,401</b>	<b>762,383</b>	<b>750,357</b>	<b>698,300</b>	<b>636,879</b>	<b>719,223</b>	<b>657,772</b>	<b>752,254</b>
<b>Other Operating Revenue</b>	<b>5,487</b>	<b>0</b>	<b>84,004</b>	<b>65,731</b>	<b>0</b>	<b>\$16,167</b>	<b>5,487</b>	<b>5,487</b>	<b>5,487</b>	<b>5,487</b>	<b>5,487</b>	<b>5,487</b>	<b>5,487</b>
<b>Total Operating Revenue</b>	<b>775,104</b>	<b>839,385</b>	<b>848,224</b>	<b>835,803</b>	<b>700,844</b>	<b>651,568</b>	<b>768,870</b>	<b>755,844</b>	<b>704,787</b>	<b>643,366</b>	<b>724,710</b>	<b>664,259</b>	<b>758,741</b>
<b>Operating Expenses</b>													
Salaries and Wages	470,616	457,026	441,714	451,525	395,250	\$379,286	442,867	451,714	422,010	467,225	517,265	492,355	443,211
Fringe Benefits	31,068	91,405	22,275	28,266	59,813	\$94,821	110,714	112,929	105,503	116,806	128,321	123,089	110,803
Contract Labor	19,210	25,415	23,365	6,988	45,502	\$153,788	83,541	45,222	30,484	28,956	30,875	47,023	18,625
Physicians Fees	104,797	167,231	155,938	148,104	110,089	\$70,690	119,712	195,877	73,748	85,280	143,591	137,582	156,258
Purchased Services	4,158	21,301	12,304	21,191	12,920	\$5,610	6,481	3,549	3,895	19,368	6,382	9,471	21,837
Supply Expense	37,115	36,277	36,974	29,067	53,047	\$39,060	29,518	35,877	39,400	33,510	22,737	54,774	21,315
Utilities	23,740	26,368	18,355	16,936	15,226	\$21,417	22,852	21,810	11,002	11,212	16,626	7,655	20,810
Repairs and Maintenance	3,107	5,343	1,188	4,043	17,610	\$6,048	4,051	7,742	2,418	10,335	3,064	6,421	(28,516)
Insurance Expense	24,056	15,110	53,092	15,100	17,315	\$32,754	19,923	17,317	18,816	0	17,316	23,758	13,463
All Other Operating Expenses	84,375	19,486	40,345	35,949	20,390	\$16,397	11,245	85,113	77,664	103,968	57,293	58,896	50,000
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0	0	\$0	0	0	0	0	0	0	0
Leases and Rentals	5,348	4,167	4,167	12,740	19,637	\$9,259	4,167	10,987	2,750	4,500	4,600	4,167	12,193
Depreciation and Amortization	279	279	781	781	781	\$279	279	279	279	279	279	279	33,962
Interest Expense (Non-Governmental Providers)	0	0	0	0	0	\$0	0	0	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>823,751</b>	<b>830,318</b>	<b>855,320</b>	<b>836,516</b>	<b>788,870</b>	<b>879,645</b>	<b>950,369</b>	<b>864,370</b>	<b>873,964</b>
<b>Net Operating Surplus(Loss)</b>	<b>(32,765)</b>	<b>(20,023)</b>	<b>37,735</b>	<b>65,117</b>	<b>(122,907)</b>	<b>(176,750)</b>	<b>(86,450)</b>	<b>(181,671)</b>	<b>(84,183)</b>	<b>(236,279)</b>	<b>(204,659)</b>	<b>(300,111)</b>	<b>(115,223)</b>
<b>Non-Operating Revenue</b>													
Contributions	50	0	0	0	0	\$0	50	50	0	50	0	0	50
Investment Income	0	0	0	0	0	\$0	0	0	0	0	0	0	0
Income Derived from Property Taxes	56,327	56,327	56,327	56,327	56,327	\$55,070	55,070	55,070	55,070	55,070	55,070	55,070	55,070
Interest Expense (Governmental Providers Only)	(21,624)	(21,624)	(21,624)	(21,624)	(5,382)	(\$5,382)	(5,382)	(5,382)	(21,624)	(21,624)	(21,624)	(21,624)	(21,624)
Other Non-Operating Revenue/(Expense)	9,048	9,048	9,048	9,048	9,048	\$9,048	9,048	9,048	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>\$9,993</b>	<b>\$6,736</b>	<b>\$6,736</b>	<b>\$6,736</b>	<b>\$6,736</b>	<b>\$42,494</b>	<b>\$42,494</b>	<b>\$42,494</b>	<b>\$42,494</b>
<b>Total Net Surplus(Loss)</b>	<b>\$10,886</b>	<b>\$23,728</b>	<b>\$81,486</b>	<b>\$108,868</b>	<b>(\$62,914)</b>	<b>(\$119,015)</b>	<b>(\$27,714)</b>	<b>(\$122,835)</b>	<b>(\$41,889)</b>	<b>(\$193,785)</b>	<b>(\$162,165)</b>	<b>(\$257,617)</b>	<b>(\$72,729)</b>
<b>Operating Margin</b>	<b>-4.23%</b>	<b>-2.38%</b>	<b>4.45%</b>	<b>7.78%</b>	<b>-17.54%</b>	<b>-27.04%</b>	<b>-11.24%</b>	<b>-24.00%</b>	<b>-11.94%</b>	<b>-36.73%</b>	<b>-27.44%</b>	<b>-45.18%</b>	<b>-15.18%</b>
<b>Total Profit Margin</b>	<b>1.42%</b>	<b>2.83%</b>	<b>9.61%</b>	<b>13.01%</b>	<b>-8.98%</b>	<b>-18.06%</b>	<b>-3.60%</b>	<b>-18.24%</b>	<b>-5.97%</b>	<b>-30.12%</b>	<b>-21.73%</b>	<b>-38.76%</b>	<b>-9.59%</b>
<b>EBITDA</b>	<b>-6.98%</b>	<b>-4.93%</b>	<b>1.93%</b>	<b>5.29%</b>	<b>-18.13%</b>	<b>-27.82%</b>	<b>-11.81%</b>	<b>-24.63%</b>	<b>-14.97%</b>	<b>-40.04%</b>	<b>-30.91%</b>	<b>-48.35%</b>	<b>-13.56%</b>
<b>Cash Flow Margin</b>	<b>4.24%</b>	<b>5.44%</b>	<b>12.28%</b>	<b>15.69%</b>	<b>-8.10%</b>	<b>-17.18%</b>	<b>-2.87%</b>	<b>-15.50%</b>	<b>-2.81%</b>	<b>-26.72%</b>	<b>-18.81%</b>	<b>-35.49%</b>	<b>-2.25%</b>

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Secretary

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Director

**Patient Statistics**

**SOUTHERN INYO HEALTHCARE DISTRICT**

**LONE PINE, CALIFORNIA**

**Four Months Ended October 31, 2019**

Current Month				Year-To-Date			
Actual	Budget	Positive/ (Negative)	Prior Year	Actual	Budget	Positive/ (Negative)	Prior Year
10/31/19	10/31/19	Variance	10/31/18	10/31/19	10/31/19	Variance	10/31/18
<b>STATISTICS</b>							
<b>Discharges</b>							
2	3	(1)	7	6	22	(16)	26
0	0	0	0	10	2	8	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
2	3	(1)	7	16	25	(9)	26
0	0	0	0	0	0	0	0
2	3	(1)	7	16	25	(9)	26
<b>Patient Days:</b>							
7	8	(1)	7	25	35	(10)	36
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
7	8	(1)	7	25	35	(10)	36
0	0	0	0	0	0	0	0
7	8	(1)	7	25	35	(10)	36
<b>Average Length of Stay (ALOS)</b>							
3.5	2.7	(0.8)	1.0	4.2	1.5	(2.6)	1.4
N/A	N/A	N/A	N/A	0.0	0.0	0.0	N/A
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
3.5	2.7	(0.8)	1.0	1.6	1.4	(0.2)	1.4
N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Average Daily Census (ADC)</b>							
0.2	0.3	(0.0)	0.2	0.8	1.1	(0.3)	1.2
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
0.2	0.3	(0.0)	0.2	0.8	1.1	(0.3)	1.2
0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
<b>Long Term Care:</b>							
798	744	54	798	3,288	3,148	140	3,208
7	2	5	1	22	12	10	13
0	0	0	0	0	0	0	0
25.7	24.0	1.7	25.7	27.0	25.8	1.1	26.3
<b>Emergency Room Statistics</b>							
2	1	1	2	10	6	4	10
117	145	(28)	117	544	567	(23)	544
15	10	5	15	30	20	10	30
134	156	(22)	134	584	593	(9)	584
1.49%	0.64%		1.49%	1.71%	1.03%		1.71%
100.00%	33.33%		100.00%	45.45%	24.94%		38.46%
<b>Outpatient Statistics:</b>							
299	355	(56)	299	1,383	1,236	147	1,082
1	0	1	1	9	0	9	3
279	375	(96)	279	1,050	1,353	(303)	1,126
62	0	62	62	203	0	203	104
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0
<b>Productivity Statistics:</b>							
92.32	91.80	0.52	0.00	92.32	91.80	0.52	93.98
102.80	97.20	5.60	102.80	102.17	98.80	3.37	102.17
0.9160	0.8560	(0.06)	0.8560	0.9160	0.8948	(0.02)	0.8959
0.8990	0.8050	(0.09)	0.8050	0.8990	0.9400	0.04	0.9219

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Director

**Key Financial Ratios**

**SOUTHERN INYO HEALTHCARE DISTRICT  
LONE PINE, CALIFORNIA**

**Four Months Ended October 31, 2019**

		Prior	Prior Fiscal	Peer	National
	Year to Date	Year to Date	Year End	California	National
	10/31/2019	6/30/2018	6/30/2018	California	Rural
				Hospitals	CAH Hospitals
				(See Note 1)	(See Note 2)
<b>Profitability:</b>					
Operating Margin	1.52%	-17.19%	-18.48%	2.33%	0.42%
Total Profit Margin	6.82%	-12.99%	-12.34%	2.49%	1.23%
Cash Flow Margin	6.89%	-11.10%	-10.34%	8.40%	5.91%
Contractual Allowance %	32.74%	25.56%	28.37%	50.62%	39.92%
Inpatient Gross Revenue as a % of Total	26.58%	30.27%	28.97%	38.85%	28.48%
Outpatient Gross Revenue as % of Total	44.75%	37.63%	39.39%	64.83%	74.43%
Average Daily Census Acute Care	0.23	0.26	1.16	5.57	3.22
Average Daily Census Swing Bed	0.00	0.00	0.00	0.37	1.52
<b>Liquidity:</b>					
Days of Cash on Hand, Short Term	10.37	1.11	8.56	23.32	27.10
Days Cash, All Sources	10.65	1.17	1.17	67.87	71.21
Net Days in Accounts Receivable	163.63	163.63	163.63	59.54	53.16
Average Payment Period	184.73	182.40	182.40	56.65	53.00
Current Ratio	0.80	0.79	0.86	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	2.66%	3.58%	3.58%	7.51%	5.30%
Long Term Debt to Equity	-41.1%	-202.7%	-202.7%	53.99%	60.32%
Long Term Debt to Capitalization	-69.8%	197.3%	197.3%	20.13%	29.00%
Debt Service Coverage Ratio	3.58	0.92	0.92	2.27	3.16
Medicare IN Patient Payer mix	6.10%	9.04%	9.44%	57.90%	73.01%
Medicare Out Patient Payer mix	52.98%	44.58%	45.70%	38.89%	37.90%
<b>Productivity and Efficiency:</b>					
Paid FTE's per Adjusted Occupied Bed	30.43	5.37	15.04	10.34	5.86
Total Net Revenue per FTE	\$32,294	\$37,092	\$37,092	\$117,848	\$77,243
Salary Expense per Paid FTE	\$53,409	\$50,287	\$50,287	\$59,647	\$50,845
Salary and Benefits as a % of Net Revenue	62.70%	58.21%	58.21%	41.52%	45.57%
Employee Benefits %	9.50%	24.57%	24.57%	41.29%	25.20%
Supply Expense Per Adj. Discharge - CMI Adj.	\$587.35	\$499.95	\$499.95	\$2,476.27	\$1,050.00
FTE's Per Occupied Bed	16.24	4.97	4.97	5.31	5.80
	<b>YTD - Actual</b>	<b>YTD - Actual</b>	<b>YTD - Actual</b>	<b>YTD - Budget</b>	
	<b>10/31/2019</b>	<b>7/31/2017</b>	<b>6/30/2018</b>	<b>10/31/2019</b>	
<b>Other Ratios:</b>					
Gross Days in Accounts Receivable	256.57	671.65	671.65	60.00	
Net Revenue per Adjusted Discharge	\$12,585	\$9,886	\$9,886	\$13,742	
Operating Expenses per Adj. Discharge	\$12,395	\$14,668	\$14,668	\$16,103	

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

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

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Director

Southern Inyo Healthcare District													
Operational Cash Flow Actual w/Projections													
Actual FY 2020													
	Actual	Actual	Actual	Actual	Actual	Proj	Proj	Proj	Proj	Proj	Proj	Proj	FY
	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	TOTAL
Ave. Daily Census													
Acute Care	0.6	0.07	0.3	0.3	0.1	0.7	0.4	0.4	0.3	0.2	0.6	0.70	0.39
Swing	0.0	0.00	0.0	1.9	0.2	0.0	0.0	0.0	0.0	0.0	0.0	2.50	0.38
SNF	28.0	25.15	25.8	28.0	27.8	26.5	26.3	26.3	23.3	24.6	28.0	27.00	26.40
Beginning Balance	527,701	353,586	272,280	70,724	152,997	231,029	230,473	367,356	79,431	119,727	83,472	148,172	527,701
Cash Receipts													
Medicare	56,215	253,261	152,526	92,891	378,001	380,334	182,702	244,917	346,454	91,878	142,227	151,320	2,472,725
Medi-Cal	214,777	204,069	161,051	199,454	155,454	166,803	122,648	141,402	209,365	188,737	142,852	112,243	2,018,854
Insurance	168,229	81,226	143,494	183,434	48,483	40,380	44,151	62,342	72,049	67,077	47,861	94,121	1,052,848
Bad Debt Recovery	2,249	4,208	9,599	0	88,095	62,089	75,203	38,069	38,069	21,077	77,567	14,231	430,455
Credit Card Payments	9,283	6,551	18,803	40,844	14,024	6,597	3,517	6,554	54,587	15,028	0	5,121	183,107
Private Pay	28,226	21,452	20,029	21,130	41,675	61,122	56,740	31,427	60,796	25,172	29,426	36,240	432,434
Rebates & Refunds/Taxes/IGT	0	259,615	0	114,215	0	0	773,756	0	0	335,531	1,166,958	75,000	2,725,075
Miscellaneous Cash	16,049	883	1,080	26,016	14,111	7,466	42,351	51,851	56,114	24,873	80,811	31,258	332,863
Unapplied/Withholds	-67,668	-247,850	-148,510	-71,529	0	0	0	3,486	0	0	0	55,581	(476,520)
Total Cash Received	427,360	583,415	358,072	606,456	739,842	724,791	1,300,168	582,116	837,433	769,371	1,687,702	575,115	9,171,840
Salaries	402,690	400,736	433,237	440,000	435,000	519,984	434,187	426,627	431,538	410,000	426,400	441,000	5,201,400
Professional Fees	176,911	121,821	123,186	74,908	112,697	147,369	128,349	121,557	73,832	72,053	102,031	99,981	1,354,797
Supplies	21,873	11,766	10,629	2,836	20,128	43,859	53,897	111,859	38,426	18,696	16,146	54,200	404,315
Other/Purch Serv/Contract Labor	0	0	92,585	106,439	93,985	14,135	159,899	209,899	253,341	303,467	652,595	36,516	1,922,859
Inyo County Treas Repay/Medsphere	0	130,389	0	0	0	0	386,953	0	0	1,410	142,776	82,000	743,527
IGT Matching	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL EXPENSE	601,474	664,711	659,638	624,183	661,810	725,347	1,163,285	870,042	797,137	805,626	1,353,002	713,697	9,626,898
Return of Medicare/Cal Overpmt	0	0	0	0	0	0	0	0	0	0	0	0	0
Investment Account (LAF)*	0	0	-100,000	-100,000	0	0	0	0	0	0	250,000	0	50,000
Total Payments	601,474	664,711	559,638	524,183	661,810	725,347	1,163,285	870,042	797,137	805,626	1,603,002	713,697	9,676,898
Cash Over/(Under)	353,586	272,290	70,724	152,997	231,029	230,473	367,356	79,431	119,727	83,472	148,172	9,590	9,590
Property Tax Fund	0	7,724	7,724	2,776	0	0	0	0	0	0	0	0	0
Business Reserve	7,724	(4,948)	0	7,351	7,709	7,613	7,613	7,613	7,613	7,513	7,613	7,613	7,613
Payroll Reserve	0	0	0	90,705	0	0	0	0	0	0	0	0	0
Reserve Add or Transfer	0	0	0	0	0	0	0	0	0	0	0	0	-
Net Cash Balance	361,310	275,066	78,448	253,826	238,738	238,086	374,969	87,044	127,340	91,085	155,786	17,203	17,203

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Southern Inyo Healthcare District													
Operational Cash Flow Actual w/Projections													
Budget FY2020													
	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	FY
	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	TOTAL
Ave. Daily Census													
Acute Care	0.7	0.3	1.4	1.1	1.1	0.7	0.4	0.4	0.3	0.2	0.6	0.70	0.67
Swing	2.5	2.1	0.4	0.4	0.4	0.0	0.0	0.0	0.0	0.0	0.0	2.50	0.69
SNF	22	26	24	23.3	23.3	26.6	26.3	26.3	23.3	24.6	28.0	27.00	25.05
Beginning Balance	403,831	92,132	165,741	125,781	-14,976	-145,154	-145,710	-8,827	-296,752	-256,456	-292,711	-228,011	403,831
Cash Receipts													
Medicare	55,305	511,028	161,975	201,526	270,827	380,334	182,702	244,917	346,454	91,878	142,227	151,320	2,740,492
Medi-Cal	178,834	120,275	186,815	207,235	145,299	166,803	122,648	141,402	209,365	188,737	142,852	112,243	1,922,507
Insurance	116,252	78,020	263,633	122,590	70,506	40,380	44,151	62,342	72,049	67,077	47,861	94,121	1,078,982
Bad Debt Recovery	9,035	9,511	9,835	9,061	89,536	62,089	75,203	38,068	38,069	21,077	77,567	14,231	453,282
Credit Card Payments	3,947	10,789	19,864	18,869	14,913	6,597	3,617	8,654	54,587	15,026	0	5,121	162,025
Private Pay	18,061	15,216	31,555	16,610	30,842	61,122	55,740	31,427	60,796	25,172	29,426	36,240	412,206
Rebates & Refunds/Taxes/IGT	0	0	0	0	0	0	773,756	0	0	335,531	1,166,958	75,000	2,351,245
Miscellaneous Cash	375,887	56,395	850	10,355	73,237	7,466	42,351	51,851	56,114	24,873	60,811	31,258	791,448
Unapplied/Growth	83,201	868	0	0	0	0	0	3,456	0	0	0	55,581	143,125
<b>Total Cash Received</b>	<b>840,522</b>	<b>802,122</b>	<b>674,547</b>	<b>586,285</b>	<b>695,159</b>	<b>724,791</b>	<b>1,300,168</b>	<b>582,116</b>	<b>837,433</b>	<b>769,371</b>	<b>1,687,702</b>	<b>575,115</b>	<b>10,055,310</b>
Salaries	409,286	426,589	416,136	479,393	461,000	519,984	434,187	426,527	431,538	410,000	426,400	441,000	5,282,141
Professional Fees	96,891	88,265	93,939	102,789	125,512	147,369	128,349	121,657	73,832	72,053	102,031	99,981	1,252,669
Supplies	39,676	46,065	49,428	34,143	46,762	43,859	53,897	111,859	38,426	18,696	16,146	54,200	553,159
Other/Purch Serv/Contract Labor	232,133	167,595	130,476	110,696	192,063	14,136	159,899	209,899	253,341	303,467	652,595	36,516	2,462,814
Inyo County Treas Repay/Medsphere	374,235	0	0	0	0	0	386,953	0	0	1,410	142,776	82,000	987,374
IGT Matching	0	0	24,527	0	0	0	0	0	0	0	0	0	24,527
<b>TOTAL EXPENSE</b>	<b>1,152,220</b>	<b>726,514</b>	<b>714,507</b>	<b>727,022</b>	<b>825,337</b>	<b>725,347</b>	<b>1,163,285</b>	<b>870,042</b>	<b>797,137</b>	<b>805,626</b>	<b>1,353,002</b>	<b>713,697</b>	<b>10,562,681</b>
Return of Medicare/Cal Overpmt	0	0	0	0	0	0	0	0	0	0	0	0	0
Investment Account (LAF)	0	0	0	0	0	0	0	0	0	0	250,000	0	250,000
<b>Total Payments</b>	<b>1,152,220</b>	<b>726,514</b>	<b>714,507</b>	<b>727,022</b>	<b>825,337</b>	<b>725,347</b>	<b>1,163,285</b>	<b>870,042</b>	<b>797,137</b>	<b>805,626</b>	<b>1,603,002</b>	<b>713,697</b>	<b>10,812,681</b>
Cash Over/(Under)	92,132	165,741	125,781	(14,976)	(145,154)	(145,710)	(8,827)	(296,752)	(256,456)	(292,711)	(228,011)	(366,593)	(366,593)
Operating Reserve	0	0	0	0	0	0	0	0	0	0	0	0	0
Property Tax Fund	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613	7,613
Med O/pmt/IGT/Grants	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserve Add or Transfer	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Net Cash Balance</b>	<b>99,745</b>	<b>173,354</b>	<b>133,394</b>	<b>(7,363)</b>	<b>(137,541)</b>	<b>(138,097)</b>	<b>(1,214)</b>	<b>(289,139)</b>	<b>(248,843)</b>	<b>(285,098)</b>	<b>(220,397)</b>	<b>(358,980)</b>	<b>(358,980)</b>

In October, we began to take off with the acute patients. At this particular month, the swing patients were still not there. Acute and skilled nursing are sharing FTE's.

Per Peter, Dr. Flanigan is a critical care medicine doctor and he wants to take a look at our acute and swing. Peter wants a little more robust of things that we can do. It helps with our cost report. Also it's better care. Dr. Flanigan will train the ER doctors to admit when it's really needed. Peter does not want to lose some of the patients we've lost. Per Chet, another part to think about is how many hours is the person available in acute? Peter Spiers stated that Dr. Ronald Ostrom is our Radiology Medical Director in training. He will be the next Chief of Staff. He will help drive best practice protocols. Dr. Ostrom can work with other doctors. He will drive and will work with Dr. Flanigan. We want to have beds full and be able to move beds.

Peter stated that we need customized reporting on overtime.

Jaque Hickman stated that there is still a locum involved in the clinic. We are working on how to balance staff and keep beds full. Those create overtime issues but we are at a point where we haven't leveled out (with a confront level) so we know what staff we will use long term. She believes six months from this October date we should have that on a level playing field. If we have full beds consistently, staff will fill in and if we have a model that we can work with overtime will go down a little bit. That will be an operating norm instead a unique situation that scares us. When we look at April's report maybe we will have reached a new scene that will be the new norm for SIH.

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Peter Spiers stated he now has HR position control. He is working with HR. We need to get the labor control and drive volume. Shannon Jimerson stated that there was a little bump in payroll because acute was only staffing one nurse because we didn't have the swing beds. Now that we have the swing beds, she is working hard on keeping the regulations of having two nurses.

Peter Spiers stated that Blue Cross wants to change the rates again. Andy Werking has a strategy to use a different approach. He's got a plan B. (this doesn't include Medi-cal). This is Andy's book of business. He has seven other hospitals he is working with and he ask if SIHD would participate. Peter let him know that he would need to take it to the board of directors and review the numbers. In theory, it sounds pretty good.

#### **D. ADP Quote # 02-2019-1221663.1 (HR)**

Barbara Southey stated the ADP Workforce HR tool was previously approved in 2015/2016. It was implemented but not used. Currently, the tool is no longer available.

The purpose of tool-

Transform HR management from a labor intensive administrative function to automate and streamline key needs such as employee recordkeeping, new hire onboarding, policy acknowledgment, workforce reporting, employee status changes, compliance tracking and reporting. Along with Benefits.

Peter needs to review with HR. We want to go back and see what we can do with this. Look at negotiations and set up fees. It's time to get HR digitize.

Jaque Hickman questions if any implementation was every paid. Peter will review with HR.

Jaque Hickman also asked if this overlapped with any other service that we currently have. We have Relias but it integrates with ADP. ADP will keep track of training that was completed.

Bruce Branson asked about 19 forms. Currently, HR is not uploading them into the system but will be. We do have documentation. Peter's goal for our HR is to work with NIH HR. They are willing to help.

Charles Carson requested to put on the regular agenda. Peter is to bring more information to the board.

#### **E. Survey Solutions Proposal (CNO)**

Shannon Jimerson presented the Survey Solutions Proposal which is for HCAPS. We would like to qualify for the FLEX grant and we need HCAPS to do so.

Chet stated that this is a quality major. Hospitals need to set up goals and objectives for quality.

Peter Spiers stated that we need to prepare because PRIME is going away. The new approach is QIP-Quality Improvement Performance. This is how we will be measured based upon our quality performance.

Shannon stated we are already collecting the data and tracking the quality measures but we are not getting any credit because we don't qualify for the flex grant.

Jaque asked if this is ongoing. Is this monthly or yearly? Is this a survey for acute care patient?

Shannon stated that this is only for acute care. The survey is sent to an acute care patient.

Jaque asked if they have a follow up program to make sure a patient returns the survey. Their goal rate if 40-50%. Survey Solutions will also give us a report on the responses.

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Initial set up total: 2,650.00 then 2,400.00 annually thereafter. Will be billed 1.60 for each postage monthly.

Kern Valley uses the same one.

First, Scott Nave needs to review and then include at the regular board meeting.

**V. DIRECTOR COMMENTS ON ITEMS NOT ON THE AGENDA**

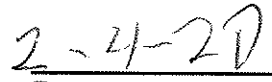
None

**VI. ADJOURNMENT**

The meeting adjourned at 5:20 pm.



Finance Committee Board Member



Date

Minutes for 01/07/2020 Finance Meeting Minutes

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