

# SOUTHERN INYO HEALTHCARE DISTRICT

## Regular Meeting of the Board of Directors Minutes

Date: Tuesday, June 9, 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**

Mark Lacey, Director  
Carma Roper, Secretary

#### **OTHERS**

Peter Spiers, CEO  
Maritza Perkins, Executive Assistant  
Jeff Sheffield, Director of Facilities  
Daniel Smith, Purchasing Manager  
Scott Nave, Legal Counsel (via phone)  
Jeff Golden, Legal Counsel (via phone)  
Kevin Flanigan, MD (via phone)  
Chris Marks, IT  
Gary Hicks (via phone)  
Brian Quint (via phone)  
Mike Cavanaugh (via phone)  
Laura Saldana (via phone)

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

The June 9, 2020 meeting was called to order at 4:30 pm.

#### Board of Directors:

Jaqueline Hickman  
President

Charles Carson  
Vice President

Carma Roper  
Secretary

Bruce Branson  
Treasurer

Mark Lacey  
Director

Treasurer Branson moved to approve the June 9, 2020 Regular Board meeting agenda.

**Roll Call-**

Bruce Branson            AYE  
Charles Carson           AYE  
Jaque Hickman           AYE

**II.     BUSINESS ITEMS**

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

Scott Nave stated that the confirmation hearing is schedule on Thursday, June 11, 2020. Jeff Golden filed the requested documents regarding Optum, Baker Hostetler and Foley & Lardner.

There are two items that the revenue bond consultants need direction from the Board of Directors. Will the district do taxable or nontaxable bonds and what are the amounts of the bonds? Brian Quint, Bond Counsel will then draft a resolution authorizing of the sale. The resolution will be presented to the Board of Directors at a later date to approve (one for ordinance and another time for final resolution). Also, when Mike Cavanaugh will be soliciting interested purchasers for the bonds, will the purchasers know what they are buying? The consultants want to clarify exactly what will the proceeds of the bonds are intended to be used for. Brian Quint stated that his initial understanding was that the proceeds were primarily/completely intended for the bankruptcy. Also the desire to use proceeds for capital improvements for the district.

Per Scott Nave, we need to discuss the amount of the bonds. Need to know the issues with the taxable and nontaxable bonds. The revenue bond consultants provided information on both taxable and nontaxable bonds.

**President Hickman suggests 3.2 nontaxable at 15 years (call in 10 years). Treasurer Branson Bruce and Vice President Carson agrees. The resolution will be presented to the Board of Directors at a later date to approve (Ordinance and Final Resolution).**

**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. Special Board Minutes of March 18, 2020
- b. Regular Board Minutes of April 14, 2020

**2. Approval of Policies and Procedures**

**a. Rehabilitation**

- 1. PT#301 Departmental Safety (Change name to Environment of Care)
- 2. PT#305 Equipment Safety

**Board of Directors:**

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Vice President

Carma Roper  
Secretary

Bruce Branson  
Treasurer

Mark Lacey  
Director

3. PT#302 Whirlpool Area Safety
4. PT #303 Hazardous Materials and Waste Management Policy
5. PT#304 Emergency Preparedness
6. PT#308 Fall Prevention
7. PT#400 Performance Improvement- Organization wide
8. PT#401 & 402 Combined- Performance Improvement Plan for Rehabilitation Services
9. PT#404 Chart Audits and Documentation Review

**ACTION:** Treasurer Branson moved to approve the consent agenda as presented on June 9, 2020. Vice President Carson seconded. All approved.

**C. Biomedical Service Contracts (Director of Facilities)**

Jeff Sheffield, Director of Facilities stated that Renovo does not want to honor the provided contract (included in packet). Mr. Sheffield will reach out to MMS (included in packet) and see if they will honor the contract that they provided last year.

Jeff would like to bring more information to the Board of Directors at the next meeting. Currently SIHD does not have coverage at this time. Since SIHD does not have coverage at this time, the Board of Directors decided to delegate Jeff Sheffield to contact MMS and execute contract with a no greater than 5% increase of the presented MMS contract.

**ACTION:** Treasurer Branson moved to approve Jeff Sheffield, Director of Facilities the authority to go with MMS for no greater than 5% increase of the presented contract amount (14k). Vice President Carson seconded. All approved.

**Roll call-**

Bruce Branson	AYE
Charles Carson	AYE
Jaque Hickman	AYE

**D. Rental Agreement on 125 Lakeview, Lone Pine (CEO/Legal Counsel)**

SIHD has a current rental agreement for this property. A name change is needed to the current agreement. The presented rental agreement on 125 Lakeview, Lone Pine was reviewed by Scott Nave, Legal counsel. Nave had a few changes. Liz Branson accepted the changes.

**ACTION:** Vice President Carson moved to approve the presented rental agreement for 125 Lakeview, Lone Pine. President Hickman seconded.

**Roll Call-**

Bruce Branson	Abstains
Charles Carson	AYE
Jaqueline Hickman	AYE

**E. Acceptance of Donation of Real Property, APNs 005-074-33 and 005-074-34 (Rural Health Clinic) (Board Member)**

Lynne Bunn, Lone Pine CA sent a letter to SIHD in regards to the Rural Health Clinic building APNs 005-074-33 and 005-074-34 Mt Whiney Drive-East Locust.  
*(Letter is located at the end of the minutes)*

**Board of Directors:**

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Treasurer

Mark Lacey  
Director

Chet Beedle requested we get an amount/value for both parties' records.  
Per Scott Nave the district does not need an appraisal. In regards to her taxes, the district cannot give any advance on that. Lynne Bunn has been given a letter from the district that her donation is tax deductible. Mrs. Bunn and her tax advisor need to determine the value of the property so she can claim it on her taxes.  
President Hickman did mention that there is an appraisal that was done (2-3 years ago).  
Per Chet Beedle - whatever she works out SIHD will need for our books (for assets).

The Board of Directors appreciated Lynne Bunn's very generous donation.

**ACTION:** The motion is to accept properties APNs 005-074-33 and 005-074-34 (Rural Health Clinic). Treasurer Branson moves to accept the donation of property APNs 005-074-33 and 005-074-34. Vice President Carson seconded.

**Roll Call-**

Bruce Branson	AYE
Charles Carson	AYE
Jaque Hickman	AYE

**F. Tesco- Facility Vehicle Quote (Director of Facilities & Purchasing Manager)**

Jeff Sheffield, Director of facilities met with Treasurer Branson and Vice President Carson and inspected the current SIHD transportation vehicle. Currently it can't be used. Some residents are having to miss appointments because there is no air conditioner working in the van.

Treasurer Branson suggests a 4 wheelchair vehicle. In order to customize a vehicle for a 4 wheelchair vehicle it will take more than 90 days to add the 2 extra wheelchairs and it will eliminate 2 passengers without a wheelchair.

Daniel Smith stated that the graphic is included. There are no additional charges. They will haul the vehicle to Line Pine at no charge. There is a 7 year warranty (box portion of the van).

President Hickman spoke with Peter Spiers and they are still hoping that Air Pollution Control District will come forward with some kind of grant and this would be a perfect fit for that grant. How can we orchestrate purchasing or leasing a new one and keeping the old one for now? Chet Beedle stated that we should keep the old one and take it out of service. Chet Beedle, suggested SIHD lease the new vehicle so you can purchase it out.

Vice President Carson did not realize the need for a new vehicle. The current vehicle is worn out. We do need a minivan/smaller vehicle too.

President Hickman stated SIHD's ultimate goal is having 4 vehicles.

Pick-up  
Small passenger  
Small van  
Transportation van

**ACTION:** Vice President Carson moved to purchase a 2021 Tesco 12 passenger (Quote NQ50332-1). Treasurer Branson seconded. All approved.

**Board of Directors:**

Jaqueline Hickman  
President

Charles Carson  
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Carma Roper  
Secretary

Bruce Branson  
Treasurer

Mark Lacey  
Director

**Roll Call-**

Charles Carson        AYE  
Bruce Branson        AYE  
Jaque Hickman        AYE

A smaller vehicle will be tabled.

**G. KJI Plumbing-Toilet Replacement Contract (Director of Facilities)**

Jeff Sheffield, Director of Facilities presented a quote to replace 6 toilets that are 30 years old. This is too big of a job for our maintenance crew. The water to the facility will need to be shut off in order to replace the toilets. The bid includes installation of American Standard touchless flush toilets. If a closet ring is destroyed, there will be an extra charge.

Chet Beedle stated it is best to do the ones that are down only. That will be considered a repair and that will go into your allowable cost report for the year. If it was a whole replacement it will be a capital expense.

President Hickman asked if other vendors were reached out to provide a quote/service. Jeff Sheffield stated that he went with the vendors (KJI) who come out when needed and ASAP when SIHD needs service.

Treasurer Branson suggests 8 toilets (include the dining room toilets) to be replaced instead of only 6 toilets

**ACTION:** Treasurer Branson moved to hire KJI Plumbing for 8 toilet replacements. Vice President Carson seconded. All approved.

**Roll Call-**

Charles Carson        AYE  
Bruce Branson        AYE  
Jaque Hickman        AYE

**H. Inventory Management System Contract (Purchasing Manager)**

Currently SIHD does not have an inventory system. Daniel Smith and Chris Marks, IT spoke with WASP. WASP fits our needs very well. Daniel spoke with WASP in regards to integrating with our current system and that it is possible with HL7 (we will just need a code). WASP was compared to other systems and if a payment is not made other systems can shut it off. With WASP, SIHD will own it once purchased. SIHD will have our own security. When the system is up and running, we may want to add other bar codes/scanners for each dept. so each dept. can have their own but that will be later and additional cost.

This will be used for the whole hospital. If there is a need for an upgrade, it will be about 1k. Upgrades are usually 4 years.

**ACTION:** Treasurer Branson moved to approve the presented Inventory Management System contract with WASP. Vice President Carson seconded.

**Roll Call-**

Bruce Branson        AYE

**Board of Directors:**

Jaqueline Hickman  
President

Charles Carson  
Vice President

Carma Roper  
Secretary

Bruce Branson  
Treasurer

Mark Lacey  
Director

Charles Carson      AYE  
Jaque Hickman      AYE

I. UC Davis Telemedicine Agreement (CEO)

Discussion Only

SIHD is still pending the agreement. It is in process. UC Davis has the old contract from 2012 and they are referring to it. Once we have the contract we will have Scott Nave review it and then bring to the Board of Directors.

Chet Beedle stated that they have the best telemedicine and support. It is a demand basis with UC Davis.

Peter Spiers requested that they have a physical presence at SIHD. Peter spoke with UC Davis about wound vac. Also with the Affiliation agreement SIHD can use there logo.

J. Notice to County Clerk of Elective Offices to be filed and Transmittal of Map & Boundaries

This is a standard procedure to complete the Notice to County Clerk if Elective offices to be filed and transmittal of map and boundaries. Per President Hickman it is okay for board clerk to forward to Kammi Foote.

III. **REPORTS**

A. Financial Report

Chet Beedle, Financial Consultant reviewed the financials from the June 2, 2020 finance committee meeting. (*Financial reports are provided at the end of these minutes.*)

B. CEO Report

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

C. Medical Staff Report (Quarterly Report)

No report at this time.

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

Phil with Health Talent Solutions asked when Health Talents is going to get paid for services provided 3 years ago. President Hickman referred Phil to Jeff Golden, Legal counsel due to the existing bankruptcy. Scott Nave stated he believes that Health Talents will get paid once all the other district creditors get paid.

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

Treasurer Branson thanked Peter Spiers for getting the firewall.  
Vice President Carson gave thanks to everyone for working hard.

Board of Directors:

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Charles Carson  
Vice President

Carma Roper  
Secretary

Bruce Branson  
Treasurer

Mark Lacey  
Director

Peter Spiers stated that this is a special team. Every dept. is doing better. Peter will work on a HR report to update the Board of Directors. After July 2020 everyone will be training in performance technics (metrics).

**VI. CLOSED SESSION**

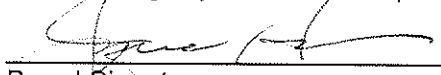
A. Existing Litigation (Govt Code 54956.9): Chapter 9 Bankruptcy

**VII. CLOSED SESSION REPORT**

In closed session, counsel and the Board discussed the status of the chapter 9 bankruptcy. No other items were discussed.

**VIII. ADJOURNMENT**

The meeting adjourned at 6:56 pm.

  
\_\_\_\_\_  
Board Signature

9-9-2020  
Date

June 9, 2020 Regular Board Meeting

**Board of Directors:**

Jaqueline Hickman  
President

Charles Carson  
Vice President

Carma Roper  
Secretary

Bruce Branson  
Treasurer

Mark Lacey  
Director

Lynne Bunn  
P.O. Box 161  
Lone Pine CA 93545

May 20, 2020

Southern Inyo Health Care District  
P.O. Box 1009 – 501 E Locust St  
Lone Pine CA, 93545

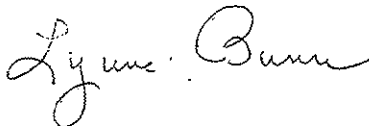
**Re: Southern Inyo Rural Health Care Clinic  
Parcel 005-074-34 and 005-074-33  
Mt Whitney Dr. & 500 E Locust St.**

Dear Chairperson Jaque Hickman and Members of the board,

I am writing to tell you that it is my intent to donate both of these properties to the Southern Inyo Health Care District. In order to continue with this donation, I will need a letter from an attorney saying that this contribution to the Healthcare District qualifies as a charitable contribution under the IRS code #170C.

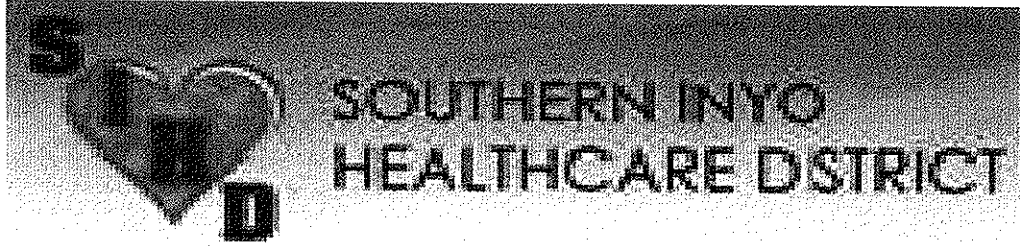
It is my intent to donate these buildings so that the community will benefit from the medical clinic or other medical services that can be operated from these buildings.

Sincerely,

A handwritten signature in cursive script that reads "Lynne Bunn". The signature is written in black ink and is positioned above the printed name.

Lynne Bunn





## **Unaudited Financial Statements**

for

**Nine Months Ended March 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**  
**Nine Months Ended March 31, 2020**

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# SOUTHERN INYO HEALTHCARE DISTRICT

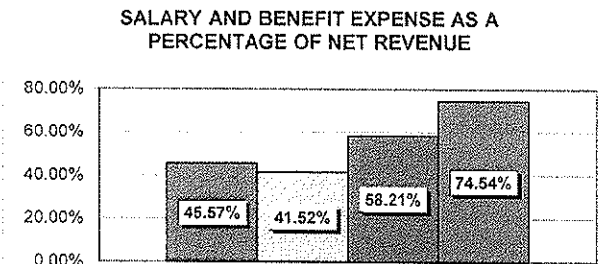
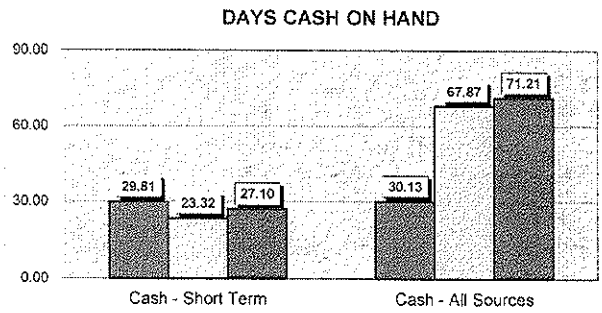
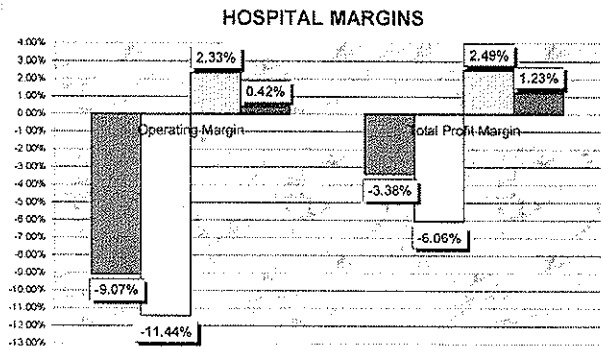
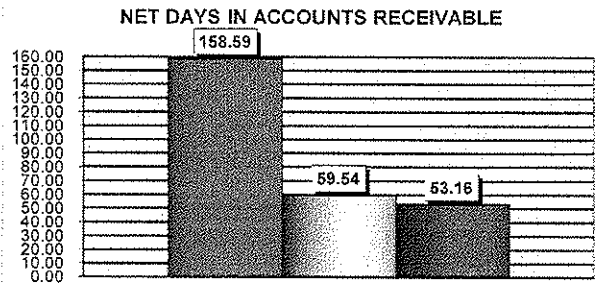
## EXECUTIVE FINANCIAL SUMMARY

Nine Months Ended March 31, 2020

BALANCE SHEET		
	3/31/2020	6/30/2019
<b>ASSETS</b>		
Current Assets	\$4,887,313	\$4,706,581
Assets Whose Use is Limited	8,817	7,936
Property, Plant and Equipment (Net)	1,058,291	1,061,248
Other Assets	0	0
<b>Total Unrestricted Assets</b>	<b>5,954,422</b>	<b>5,775,765</b>
Restricted Assets	0	0
<b>Total Assets</b>	<b>\$5,954,422</b>	<b>\$5,775,765</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$5,216,064	\$5,611,349
Long-Term Debt	18,399	17,122
Other Long-Term Liabilities	2,063,639	825,048
<b>Total Liabilities</b>	<b>7,298,102</b>	<b>6,453,519</b>
Net Assets	(1,343,680)	(677,753)
<b>Total Liabilities and Net Assets</b>	<b>\$5,954,422</b>	<b>\$5,775,766</b>

STATEMENT OF REVENUE AND EXPENSES - YTD		
	ACTUAL	BUDGET
<b>Revenue:</b>		
Gross Patient Revenues	\$10,237,624	\$9,717,756
Deductions From Revenue	(3,569,960)	(2,678,214)
Net Patient Revenues	6,667,663	7,039,543
Other Operating Revenue	226,960	108,918
<b>Total Operating Revenues</b>	<b>6,894,623</b>	<b>7,148,461</b>
<b>Expenses:</b>		
Salaries, Benefits & Contract Labor	5,139,378	5,182,847
Purchased Services & Physician Fees	1,331,544	1,075,973
Supply Expenses	282,121	329,644
Other Operating Expenses	763,452	1,319,220
Bad Debt Expense	0	0
Depreciation & Interest Expense	3,515	58,304
<b>Total Expenses</b>	<b>7,520,011</b>	<b>7,965,988</b>
<b>NET OPERATING SURPLUS</b>	<b>(625,388)</b>	<b>(817,527)</b>
Non-Operating Revenue/(Expenses)	392,499	384,489
<b>TOTAL NET SURPLUS</b>	<b>(\$232,888)</b>	<b>(\$433,038)</b>

KEY STATISTICS AND RATIOS - YTD		
	ACTUAL	BUDGET
Total Acute Patient Days	79	229
Average Acute Length of Stay	3.0	2.3
Total Emergency Room Visits	1,199	1,704
Outpatient Visits	2,976	4,149
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	-11.84%	-13.21%
Current Ratio	0.94	
Days Expense in Accounts Payable	250.88	



<b>SOUTHERN INYO HEALTHCARE DISTRICT</b>	
□ Budget	03/31/20
□ California	Hospitals
■ CAH Hospitals	Rural
■ Prior Fiscal Year End	06/30/19
<b>FINANCIAL STRENGTH INDEX - (1.76)</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  
 Nine Months Ended March 31, 2020

PAGE 3

	Current Month 3/31/2020	Prior Month 2/29/2020	ASSETS Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2019
<b>Current Assets</b>					
Cash and Cash Equivalents	\$817,685	\$606,987	\$210,698	34.71%	\$916,834
Gross Patient Accounts Receivable	9,384,333	9,634,333	(250,000)	-2.59%	8,742,913
Less: Bad Debt and Allowance Reserves	(5,442,913)	(5,587,913)	145,000	2.59%	(5,070,890)
Net Patient Accounts Receivable	3,941,420	4,046,420	(105,000)	-2.59%	3,672,024
Interest Receivable	0	0	0	0.00%	0
Other Receivables	0	0	0	0.00%	0
Inventories	113,896	117,879	(3,983)	-3.38%	110,223
Prepaid Expenses	14,312	19,228	(4,916)	-25.57%	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>4,887,313</b>	<b>4,790,514</b>	<b>96,799</b>	<b>2.02%</b>	<b>4,706,581</b>
<b>Assets Whose Use is Limited</b>					
Cash	8,817	7,950	867	10.91%	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>8,817</b>	<b>7,950</b>	<b>867</b>	<b>10.91%</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	(5,264,524)	(5,264,245)	(279)	-0.01%	(5,261,567)
<b>Net Property, Plant, and Equipment</b>	<b>1,058,291</b>	<b>1,058,570</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>5,954,422</b>	<b>5,857,035</b>	<b>97,387</b>	<b>1.66%</b>	<b>5,775,765</b>
Restricted Assets	0	0	0	0.00%	0
<b>TOTAL ASSETS</b>	<b>\$5,954,422</b>	<b>\$5,857,035</b>	<b>\$97,387</b>	<b>1.66%</b>	<b>\$5,775,765</b>

**Balance Sheet - Liabilities and Net Assets**  
**SOUTHERN INYO HEALTHCARE DISTRICT**  
**LONE PINE, CALIFORNIA**  
**Nine Months Ended March 31, 2020**

	<b>LIABILITIES AND FUND BALANCE</b>				
	<b>Current Month 3/31/2020</b>	<b>Prior Month 2/29/2020</b>	<b>Positive/ (Negative) Variance</b>	<b>Percentage Variance</b>	<b>Prior Year End 6/30/2019</b>
<b>Current Liabilities</b>					
Accounts Payable	\$4,863,062	\$5,063,062	\$200,000	3.95%	\$4,933,871
Notes and Loans Payable	3,609	3,609	0	0.00%	3,607
Accrued Payroll	55,485	30,714	(24,770)	-80.65%	104,291
Accrued Payroll Taxes	61,429	37,901	(23,528)	-62.08%	36,444
Accrued Benefits	11,756	121,479	109,723	90.32%	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>5,216,064</b>	<b>5,477,488</b>	<b>261,424</b>	<b>4.77%</b>	<b>5,611,349</b>
<b>Long Term Debt</b>					
Bonds/Mortgages Payable	0	0	0	0.00%	0
Leases/Notes Payable	22,005	22,005	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>18,399</b>	<b>18,399</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	2,063,639	1,471,940	(591,699)	-40.20%	825,048
<b>Total Other Long Term Liabilities</b>	<b>2,063,639</b>	<b>1,471,940</b>	<b>(591,699)</b>	<b>-40.20%</b>	<b>825,048</b>
<b>TOTAL LIABILITIES</b>	<b>7,298,102</b>	<b>6,967,827</b>	<b>(330,275)</b>	<b>-4.74%</b>	<b>6,453,519</b>
<b>Net Assets:</b>					
Unrestricted Fund Balance	(1,110,792)	(677,753)	433,039	-63.89%	226,776
Inter-Departmental Transfer (DSH)	0	0	0	0.00%	0
Restricted Fund Balance	0	0	0	0.00%	0
Net Revenue/(Expenses)	(232,888)	(433,039)	(200,150)	46.22%	(904,529)
<b>TOTAL NET ASSETS</b>	<b>(1,343,680)</b>	<b>(1,110,792)</b>	<b>232,888</b>	<b>-20.97%</b>	<b>(677,753)</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$5,954,422</b>	<b>\$5,857,035</b>	<b>(\$97,387)</b>	<b>-1.66%</b>	<b>\$5,775,766</b>

**Statement of Revenue and Expense**

**SOUTHERN INYO HEALTHCARE DISTRICT**

**PAGE 5**

**LONE PINE, CALIFORNIA**

**Nine Months Ended March 31, 2020**

	CURRENT MONTH				
	Actual 03/31/20	Budget 03/31/20	Positive (Negative) Variance	Percentage Variance	Prior Year 03/31/19
<b>Gross Patient Revenue</b>					
Inpatient Revenue	\$203,185	\$45,828	\$157,357	343.36%	\$42,830
Clinic Revenue	57,466	69,949	(12,483)	-17.85%	65,373
Outpatient Revenue	611,441	531,898	79,543	14.95%	497,101
Long Term Care Revenue	326,506	351,581	(25,075)	-7.13%	328,580
Other	0	0	0	0.00%	0
<b>Total Gross Patient Revenue</b>	<b>1,198,598</b>	<b>999,256</b>	<b>199,342</b>	<b>19.95%</b>	<b>933,884</b>
<b>Deductions From Revenue</b>					
Discounts and Allowances	(335,608)	(254,411)	(81,197)	-31.92%	(261,488)
Bad Debt Expense (Governmental Providers Only)	(35,958)	(19,985)	(15,973)	-79.92%	(26,017)
Settlements/Other	(7,500)	0	(7,500)	0.00%	(7,500)
Charity Care	0	(999)	999	100.00%	0
<b>Total Deductions From Revenue</b>	<b>(379,065)</b>	<b>(275,395)</b>	<b>(103,671)</b>	<b>-37.64%</b>	<b>(297,004)</b>
<b>Net Patient Revenue</b>	<b>819,533</b>	<b>723,861</b>	<b>95,672</b>	<b>13.22%</b>	<b>636,880</b>
Deduction % of Gross Revenue	-31.6%	-27.6%			-31.8%
Other Operating Revenue	6,487	6,714	(227)	-3.38%	6,487
<b>Total Operating Revenue</b>	<b>826,020</b>	<b>730,575</b>	<b>95,445</b>	<b>13.06%</b>	<b>643,367</b>
<b>Operating Expenses</b>				<b>Exp %/Net Rev</b>	
Salaries and Wages	573,342	485,914	87,427	66.5%	467,225
Fringe Benefits	143,335	121,479	21,857	16.6%	116,806
Contract Labor	26,963	29,188	(2,225)	4.0%	28,066
Physicians Fees	139,754	88,691	51,063	12.1%	85,280
Purchased Services	47,694	19,101	28,593	2.6%	18,366
Supply Expense	79,546	34,516	45,030	4.7%	33,510
Utilities	25,493	11,773	13,721	1.6%	11,212
Repairs and Maintenance	4,611	10,749	(6,137)	1.5%	10,335
Insurance Expense	44,730	0	44,730	0.0%	0
All Other Operating Expenses	27,890	107,604	(79,715)	14.7%	103,966
Bad Debt Expense (Non-Governmental Providers)	0	0	-	0.0%	0
Leases and Rentals	4,050	4,600	(550)	0.8%	4,600
Depreciation and Amortization	279	279	-	0.0%	279
Interest Expense (Non-Governmental Providers)	0	0	-	0.0%	0
<b>Total Operating Expenses</b>	<b>1,117,687</b>	<b>913,893</b>	<b>203,793</b>	<b>125.1%</b>	<b>879,646</b>
<b>Net Operating Surplus/(Loss)</b>	<b>(291,667)</b>	<b>(183,318)</b>	<b>(108,348)</b>	<b>59.10%</b>	<b>(236,278)</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)	(21,524)	(20,543)	1,081	-5.26%	(21,524)
Other Non-Operating Revenue/(Expenses)	9,048	8,596	452	5.26%	9,048
<b>Total Non Operating Revenue/(Expense)</b>	<b>42,494</b>	<b>43,123</b>	<b>(629)</b>	<b>-1.46%</b>	<b>42,494</b>
<b>Total Net Surplus/(Loss)</b>	<b>(\$249,173)</b>	<b>(\$140,196)</b>	<b>(\$108,977)</b>	<b>77.73%</b>	<b>(\$193,785)</b>
Operating Margin	-35.31%	-25.09%			-36.73%
Total Profit Margin	-30.17%	-19.19%			-30.12%
EBITDA	-37.89%	-27.87%			-40.04%
Cash Flow Margin	-27.51%	-16.34%			-26.72%

Statement of Revenue and Expense

SOUTHERN INYO HEALTHCARE DISTRICT

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LONE PINE, CALIFORNIA

Nine Months Ended March 31, 2020

	YEAR-TO-DATE				
	Actual 03/31/20	Budget 03/31/20	Positive (Negative) Variance	Percentage Variance	Prior Year 03/31/19
Gross Patient Revenue					
Inpatient Revenue	\$823,895	\$696,581	\$127,314	18.28%	\$667,320
Clinic Revenue	721,785	547,129	174,656	31.92%	516,240
Outpatient Revenue	5,382,792	4,709,239	673,553	14.30%	4,449,100
Long Term Care Revenue	3,309,151	3,758,514	(449,362)	-11.96%	3,548,945
Other	0	6,294	(6,294)	-100.00%	6,081
Total Gross Patient Revenue	<u>10,237,624</u>	<u>9,717,756</u>	<u>519,867</u>	<u>5.35%</u>	<u>9,187,685</u>
Deductions From Revenue					
Discounts and Allowances	(3,152,731)	(2,474,141)	(678,590)	-27.43%	(2,546,872)
Bad Debt Expense (Governmental Providers Only)	(319,944)	(194,355)	(125,589)	-64.62%	(275,630)
Settlements/Other	(60,000)	0	(60,000)	0.00%	(37,500)
Charity Care	(37,285)	(9,718)	(27,568)	-283.68%	(40,850)
Total Deductions From Revenue	<u>(3,569,960)</u>	<u>(2,678,214)</u>	<u>(891,747)</u>	<u>-33.30%</u>	<u>(2,900,853)</u>
Deductions as % of Gross Revenue	-34.9%	-27.6%			-31.6%
Net Patient Revenue	<u>6,667,663</u>	<u>7,039,543</u>	<u>(371,879)</u>	<u>-5.28%</u>	<u>6,286,833</u>
Other Operating Revenue	226,960	108,918	118,042	108.38%	90,562
Total Operating Revenue	<u>6,894,623</u>	<u>7,148,461</u>	<u>(253,838)</u>	<u>-3.55%</u>	<u>6,377,394</u>
Operating Expenses				Exp %/Net Rev	
Salaries and Wages	4,160,511	3,774,608	(385,903)	52.8%	3,629,431
Fringe Benefits	756,648	943,652	187,004	13.2%	907,358
Contract Labor	222,219	464,587	242,368	6.5%	446,718
Physicians Fees	1,099,062	952,353	(146,710)	13.3%	915,724
Purchased Services	232,482	123,621	(108,861)	1.7%	118,866
Supply Expense	282,121	329,644	47,523	4.6%	320,043
Utilities	176,446	151,878	(24,568)	2.1%	144,646
Repairs and Maintenance	52,044	62,756	10,712	0.9%	60,343
Insurance Expense	255,237	160,281	(94,957)	2.2%	152,648
All Other Operating Expenses	229,702	857,267	627,565	12.0%	828,277
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.0%	0
Leases and Rentals	50,023	87,038	37,015	1.2%	87,038
Depreciation and Amortization	3,515	58,304	54,788	0.8%	58,304
Interest Expense (Non-Governmental Providers)	0	0	0	0.0%	0
Total Operating Expenses	<u>7,520,011</u>	<u>7,965,988</u>	<u>445,977</u>	<u>111.4%</u>	<u>7,669,395</u>
<b>Net Operating Surplus/(Loss)</b>	<u>(625,388)</u>	<u>(817,527)</u>	<u>192,140</u>	<u>-23.50%</u>	<u>(1,292,001)</u>
Non-Operating Revenue:					
Contributions	0	0	0	0.00%	0
Investment Income	0	0	0	0.00%	0
Income Derived from Property Taxes	505,686	500,657	5,028	1.00%	500,657
Interest Expense (Governmental Providers Only)	(194,618)	(164,887)	(29,731)	5.26%	(194,618)
Other Non-Operating Revenue/(Expenses)	81,432	68,718	12,713	18.50%	81,432
Total Non Operating Revenue/(Expense)	<u>392,499</u>	<u>384,489</u>	<u>8,011</u>	<u>2.08%</u>	<u>387,471</u>
<b>Total Net Surplus/(Loss)</b>	<u>(\$232,888)</u>	<u>(\$433,039)</u>	<u>\$200,150</u>	<u>-46.22%</u>	<u>(\$904,529)</u>
Operating Margin	-9.07%	-11.44%			-20.26%
Total Profit Margin	-3.38%	-6.06%			-14.18%
EBITDA	-11.84%	-13.21%			-22.40%
Cash Flow Margin	-0.50%	-2.66%			-10.22%

**Statement of Revenue and Expense - 13 Month Trend**

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

	Actual 7/31/2019	Actual 8/31/2019	Actual 9/30/2019	Actual 10/30/2019	Actual 11/30/2019
Gross Patient Revenue					
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>
Deductions From Revenue					
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>
Other Operating Revenue	6,487	0	84,004	66,731	43,789
<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>
Operating Expenses					
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>
Non-Operating Revenue:					
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>
Operating Margin	-4.23%	-2.39%	4.45%	7.78%	5.00%
Total Profit Margin	1.42%	2.83%	9.61%	13.01%	12.10%
EBITDA	-6.98%	-4.93%	1.99%	5.29%	1.54%
Cash Flow Margin	4.24%	5.44%	12.25%	15.69%	15.65%



Actual 12/31/2019	Actual 1/31/2020	Actual 2/28/2020	Actual 3/30/2020	Actual 4/30/2019	Actual 5/30/2019	Actual 6/30/2019	Actual 6/30/2019
\$60,004	\$129,526	\$75,624	\$203,185	\$42,830	\$36,939	\$53,970	\$81,612
\$69,551	74,545	57,023	57,466	65,373	70,205	78,809	65,872
557,427	566,579	601,661	611,441	497,101	611,829	492,290	556,244
\$339,540	468,211	288,508	326,506	328,580	363,234	339,093	397,365
0	0	0	0	0	0	0	0
1,026,522	1,238,861	1,022,816	1,198,598	933,884	1,082,207	964,162	1,101,093
(\$338,752)	(408,824)	(286,388)	(335,606)	(261,488)	(303,018)	(269,965)	(308,306)
(\$30,796)	(37,166)	(30,684)	(35,958)	(28,017)	(32,466)	(28,925)	(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)
(377,048)	(453,490)	(324,572)	(379,066)	(297,005)	(342,984)	(306,390)	(348,839)
649,474	785,371	698,244	819,532	636,879	739,223	657,772	752,254
\$6,487	6,487	6,487	6,487	6,487	6,487	6,487	6,487
655,961	791,858	704,731	826,019	643,366	745,710	664,259	758,741
\$442,857	509,286	517,857	573,342	467,225	517,285	492,355	443,211
\$110,714	127,321	129,464	143,335	116,806	129,321	123,089	110,803
\$24,680	25,400	26,450	26,963	28,066	30,875	47,023	18,625
\$99,691	104,951	132,280	139,754	85,280	143,591	137,582	156,258
\$34,670	22,109	28,086	47,694	18,366	6,382	8,471	21,837
\$9,294	14,547	9,203	79,546	33,510	23,737	54,774	21,218
\$22,852	16,057	11,114	25,493	11,212	16,626	7,555	20,910
\$2,990	20,048	4,874	4,611	10,335	3,064	6,421	(28,516)
\$26,692	31,121	21,816	44,730	0	17,316	23,758	13,463
\$10,495	8,900	10,250	27,890	103,966	57,293	58,896	50,000
\$0	0	0	0	0	0	0	0
\$4,135	3,397	2,750	4,050	4,600	4,600	4,167	12,193
\$279	279	279	279	279	279	279	33,962
\$0	0	0	0	0	0	0	0
789,349	883,416	894,423	1,117,687	879,645	950,369	964,370	873,964
(133,388)	(91,558)	(189,692)	(291,668)	(236,279)	(204,659)	(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	9,048	9,048	9,048	9,048
43,751	43,751	43,751	42,494	42,494	42,494	42,494	42,494
(\$89,637)	(\$47,807)	(\$145,941)	(\$249,174)	(\$193,785)	(\$162,165)	(\$257,617)	(\$72,729)
-20.33%	-11.56%	-26.92%	-35.31%	-36.73%	-27.44%	-45.18%	-15.19%
-13.66%	-6.04%	-20.71%	-30.17%	-30.12%	-21.75%	-38.78%	-9.59%
-23.59%	-14.26%	-29.95%	-37.89%	-40.04%	-30.31%	-48.39%	-13.56%
-10.33%	-3.27%	-17.60%	-27.51%	-26.72%	-18.81%	-35.49%	-2.26%

Patient Statistics

SOUTHERN INYO HEALTHCARE DISTRICT  
 LONE PINE, CALIFORNIA  
 Nine Months Ended March 31, 2020

Current Month				Year-To-Date				
Actual 03/31/20	Budget 03/31/20	Positive/ (Negative) Variance	Prior Year 03/31/19	STATISTICS	Actual 03/31/20	Budget 03/31/20	Positive/ (Negative) Variance	Prior Year 03/31/19
<b>Discharges</b>								
3	56	(53)	3	Acute	26	99	(73)	49
2	5	(3)	2	Swing Beds	21	7	14	0
0	0	0	0	Psychiatric/Rehab	0	0	0	0
0	0	0	0	Respite	0	0	0	0
5	61	(56)	5	Total Adult Discharges	47	105	(58)	49
0	0	0	0	Newborn	0	0	0	0
5	61	(56)	5	Total Discharges	47	105	(58)	49
<b>Patient Days:</b>								
14	134	(120)	10	Acute	79	229	(150)	104
55	66	(11)	10	Swing Beds	314	0	314	0
0	0	0	0	Psychiatric/Rehab	0	0	0	0
0	0	0	0	Respite	0	0	0	0
69	200	(131)	20	Total Adult Patient Days	393	229	164	104
0	0	0	0	Newborn	0	0	0	0
69	200	(131)	20	Total Patient Days	393	229	164	104
<b>Average Length of Stay (ALOS)</b>								
4.7	2.4	(2.3)	3.3	Acute	3.0	2.3	(0.7)	2.1
27.5	14.7	(12.8)	5.0	Swing Bed	15.0	0.0	(15.0)	N/A
N/A	N/A	N/A	N/A	Psychiatric/Rehab	N/A	N/A	N/A	N/A
13.8	3.3	(10.5)	4.0	Total Adult ALOS	8.4	2.2	(6.2)	2.1
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	4.3	(3.8)	0.3	Acute	2.5	7.4	(4.8)	3.4
1.8	2.1	(0.4)	0.3	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
2.2	6.5	(4.3)	0.6	Total Adult ADC	3.7	7.4	(3.7)	3.4
0.0	0.0	0.0	0.0	Newborn	0.0	0.0	0.0	0.0
<b>Long Term Care:</b>								
920	721	199	721	SNF/ECF Resident Days	7,966	8,585	(619)	7,286
0	3	(3)	0	SNF/ECF Resident Discharges	60	52	8	48
0	0	0	0	CBRF/Assisted Living Days	0	0	0	0
29.7	23.3	6.4	23.3	Average Daily Census	29.1	31.3	(2.3)	26.6
<b>Emergency Room Statistics</b>								
2	2	(0)	2	ER Visits - Admitted	20	47	(27)	20
96	95	1	78	ER Visits - Discharged	1,049	1,351	(302)	1,049
15	11	4	48	ER - Urgent Care Visits	130	306	(176)	130
113	108	5	128	Total ER Visits	1,199	1,704	(505)	1,199
1.77%	1.90%		1.56%	% of ER Visits Admitted	1.67%	2.78%		1.67%
66.67%	3.17%		66.67%	ER Admissions as a % of Total	42.55%	44.93%		40.82%
<b>Outpatient Statistics:</b>								
292	530	(238)	460	Total Outpatients Visits	2,976	4,149	(1,173)	3,343
1	4	(3)	1	Observation Bed Days	18	45	(27)	12
215	206	9	342	Clinic Visits - Primary Care	2,094	2,667	(573)	2,401
31	32	(1)	0	Clinic Visits - Specialty Clinics	421	331	90	184
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	1.0880	0.17	1.0880	Case Mix Index - Medicare	0.9160	0.9388	0.02	0.9202
0.8990	0.9910	0.09	0.9910	Case Mix Index - All payers	0.8990	0.9504	0.05	0.9322

## Key Financial Ratios

SOUTHERN INYO HEALTHCARE DISTRICT

PAGE 10

LONE PINE, CALIFORNIA

Nine Months Ended March 31, 2020

	Year to Date 3/31/2020	Prior Year to Date 6/30/2018	Prior Fiscal Year End 6/30/2018	Peer California Hospitals (See Note 1)	National Rural CAH Hospitals (See Note 2)
<b>Profitability:</b>					
Operating Margin	-9.07%	-11.44%	-20.26%	2.33%	0.42%
Total Profit Margin	-3.38%	-6.06%	-14.18%	2.49%	1.23%
Cash Flow Margin	-3.33%	-5.24%	-13.27%	8.40%	5.91%
Contractual Allowance %	31.75%	25.56%	28.57%	50.62%	39.92%
Inpatient Gross Revenue as a % of Total	24.28%	31.51%	31.36%	38.85%	28.48%
Outpatient Gross Revenue as % of Total	45.53%	42.83%	42.81%	64.83%	74.43%
Average Daily Census Acute Care	0.45	4.33	3.35	5.57	3.22
Average Daily Census Swing Bed	1.77	2.13	0.00	0.37	1.52
<b>Liquidity:</b>					
Days of Cash on Hand, Short Term	29.81	2.38	3.73	23.32	27.10
Days Cash, All Sources	30.13	2.41	2.41	67.87	71.21
Net Days in Accounts Receivable	158.59	162.81	162.81	59.54	53.16
Average Payment Period	155.88	163.69	163.69	56.65	53.00
Current Ratio	0.94	0.87	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	2.57%	3.58%	3.58%	7.51%	5.30%
Long Term Debt to Equity	-1.4%	-202.7%	-202.7%	53.99%	60.32%
Long Term Debt to Capitalization	-1.4%	197.3%	197.3%	20.13%	29.00%
Debt Service Coverage Ratio	(0.18)	0.92	0.92	2.27	3.16
Medicare IN Patient Payer mix	8.05%	7.17%	7.26%	57.90%	73.01%
Medicare Out Patient Payer mix	52.58%	48.46%	48.42%	38.89%	37.90%
<b>Productivity and Efficiency:</b>					
Paid FTE's per Adjusted Occupied Bed	5.73	2.45	15.04	10.34	5.86
Total Net Revenue per FTE	\$67,482	\$37,092	\$37,092	\$117,848	\$77,243
Salary Expense per Paid FTE	\$54,975	\$50,287	\$50,287	\$59,647	\$50,845
Salary and Benefits as a % of Net Revenue	74.54%	58.21%	58.21%	41.52%	45.57%
Employee Benefits %	18.19%	24.57%	24.57%	41.29%	25.20%
Supply Expense Per Adj. Discharge - CMI Ad	\$537.34	\$499.95	\$499.95	\$2,476.27	\$1,050.00
FTE's Per Occupied Bed	2.98	4.97	4.97	5.31	5.80
	YTD - Actual 3/31/2020	YTD - Actual 7/31/2017	YTD - Actual 6/30/2018	YTD - Budget 3/31/2020	
<b>Other Ratios:</b>					
Gross Days in Accounts Receivable	260.52	671.65	671.65	60.00	
Net Revenue per Adjusted Discharge	\$11,806	\$9,886	\$9,886	\$4,857	
Operating Expenses per Adj. Discharge	\$12,876	\$14,668	\$14,668	\$5,413	

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 Actual w/Projections  
Actual FY 2020

	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Actual	Proj	Proj	FY
Ave. Daily Census	Jul-19	Aug-19	Sep-19	Oct-19	Nov-19	Dec-19	Jan-19	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jun-20	TOTAL			
Acute Care	0.6	0.07	0.3	0.3	0.1	0.4	0.3	0.1	0.5	0.6	0.54	0.70	0.36				
Swing	0.0	0.00	0.0	1.9	0.2	1.7	2.1	1.2	1.8	1.4	0.75	2.50	1.13				
SNF	28.0	25.15	25.8	28.0	27.8	29.6	31.5	30.3	29.7	29.0	28.07	27.00	28.31				
Beginning Balance	527,701	353,586	272,290	70,724	152,997	231,029	342,634	601,670	391,105	373,129	1,455,288	3,215,043	527,701				
Cash Receipts																	
Medicare	56,215	253,261	152,526	92,891	378,001	716,150	473,742	468,543	606,547	778,911	121,497	151,320	4,249,606				
Medi-Cal	214,777	204,069	161,051	199,454	155,454	151,642	151,014	146,823	285,300	117,405	402,280	112,243	2,301,512				
Insurance	168,229	81,226	143,494	183,434	48,483	82,610	49,219	44,329	63,316	74,324	105,995	94,121	1,074,412				
HMO/Bad Debt Recovery	2,249	4,208	9,589	0	88,095	86,201	97,054	78,628	105,995	60,609	58,935	14,231	605,804				
Credit Card Payments	9,283	6,551	18,803	40,844	14,024	19,292	13,750	29,035	12,671	0	0	0	169,323				
Private Pay	28,226	21,452	20,029	21,130	41,675	30,307	49,636	25,600	34,970	22,934	34,970	36,240	384,157				
Rebates & Refunds/Taxes/ICT	0	259,615	0	114,215	0	0	415,385	0	63,057	1,054,458	906,580	75,000	6,390,161				
Miscellaneous Cash	16,049	883	1,080	26,016	14,111	10,411	14,283	28,608	0	20,957	91,203	31,258	317,915				
Unapplied/Withholds	-67,668	-247,950	-148,510	-71,529	0	0	0	0	-139,059	-65,381	-29,444	55,581	(713,860)				
Total Cash Received	427,360	583,415	358,072	606,456	739,842	1,096,614	1,264,084	821,566	1,939,297	2,064,218	4,282,992	575,115	14,759,030				
Salaries	402,690	400,736	433,237	440,000	435,000	739,286	460,000	426,627	500,000	517,957	691,964	441,000	5,888,397				
Professional Fees	176,911	121,821	123,186	74,908	112,697	188,021	103,155	460,000	104,951	132,280	139,754	99,981	1,837,666				
Supplies	21,873	11,766	10,529	2,836	20,128	44,111	29,837	111,859	14,547	28,455	79,546	54,208	429,786				
Other/Purch Serv/Contract Labor	0	0	92,585	106,439	93,985	13,591	143,257	123,846	477,901	303,467	313,753	36,516	1,705,339				
Inyo County Treas Repay	0	130,369	0	0	0	0	288,599	0	289,874	0	0	82,000	750,861				
IGT Matching	0	0	0	0	0	0	0	0	0	0	0	0	48,220				
TOTAL EXPENSE	601,474	664,711	659,638	624,183	661,810	985,009	1,004,848	1,122,331	1,367,272	982,059	1,273,237	713,697	10,660,270				
Return of Medicare/Cal Overpmt. Investment Account (LAIF)*	0	0	0	-100,000	0	-100,000	0	0	0	0	500,000	0	1,350,000				
Total Payments	601,474	664,711	559,638	524,183	661,810	985,009	1,004,848	1,122,331	1,867,272	982,059	2,523,237	713,697	12,210,270				
Cash Over/(Under)	353,586	272,290	70,724	152,997	231,029	342,634	601,670	304,105	373,129	1,455,288	3,215,043	3,076,461	3,076,461				
Property Tax Fund	0	7,724	7,724	2,776	0	0	10,673	0	444,555	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	8,793	8,793	8,793				
Payroll Reserve	0	0	0	90,705	0	0	34,281	0	0	0	0	0	0				
Reserve Add or Transfer	0	0	0	0	0	0	0	0	0	0	0	0	0				
Net Cash Balance	361,310	275,086	78,448	253,828	238,738	350,293	654,571	309,055	826,502	1,467,148	3,223,836	3,085,254	3,085,254				

Southern Inyo Healthcare District  
Operational Cash Flow Projections  
Budget FY 2021

	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	Proj	FY	
	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	Jun-21	TOTAL	
Ave. Daily Census	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							
Acute Care	0.0	0.00	0.0	1.9	0.2	1.7	2.1	1.2	1.8	1.4	1.4	0.0	2.50	1.07							
Swing	28.0	25.15	25.8	28.0	27.8	29.6	31.5	30.3	29.7	29.0	28.0	27.00	28.31	28.31							
SNF																					
Beginning Balance	527,701	255,511	73,802	168,161	56,634	391,521	471,467	623,929	466,044	867,569	1,178,009	992,709	992,709	992,709	992,709	992,709	992,709	992,709	992,709	992,709	527,701
Cash Receipts																					
Medicare	56,215	253,261	152,526	92,891	378,001	716,150	473,742	466,543	606,547	778,911	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	143,484	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	0	21,130	41,675	49,636	25,600	34,970	22,934	29,426	36,240	36,240	361,625							
Rebates & Refunds/Taxes/IGT	0	259,615	0	114,215	0	0	415,385	0	606,550	554,458	666,958	75,000	75,000	2,982,181							
Miscellaneous Cash	16,049	883	1,080	26,016	14,111	10,411	14,283	28,608	63,057	20,957	60,811	60,811	60,811	31,258							
Unapplied/Witholds	-67,668	-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	606,466	739,842	1,096,614	1,264,084	821,566	1,939,297	1,564,218	1,167,702	575,115	1,143,740	11,143,740							
Expenses																					
Salaries	500,000	500,736	533,237	540,000	535,000	768,857	560,000	528,627	520,000	538,571	776,400	541,000	6,840,429	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	99,991	1,589,943	1,589,943							
Supplies	22,639	12,177	11,001	2,935	20,833	45,655	30,981	64,024	15,056	29,451	41,146	54,200	349,998	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	552,585	36,516	1,886,573	1,886,573							
Inyo County Treas Repay	0	130,389	0	0	0	0	268,599	0	269,874	0	142,776	82,000	893,637	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	1,287,731	1,003,769	1,353,002	813,697	11,540,580	11,540,580							
Return of Medicare/Cal Overpmt.	0	0	0	0	0	0	0	0	0	0	0	0	0	0							
Investment Account (LAF)*	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	11,540,580	11,540,580							
Cash Over/(Under)	255,511	73,802	168,161	56,634	30,202	471,467	623,929	466,044	867,569	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	(4,946)	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	<u>263,235</u>	<u>76,578</u>	<u>175,885</u>	<u>157,465</u>	<u>37,911</u>	<u>479,126</u>	<u>676,630</u>	<u>473,994</u>	<u>1,320,932</u>	<u>1,189,868</u>	<u>1,000,322</u>	<u>761,740</u>	<u>761,740</u>	<u>761,740</u>							

**SOUTHERN INYO HEALTHCARE DISTRICT**  
**INCOME STATEMENT**  
**BUDGET FY 2021**

APPROVED FINANCE  
 BOARD

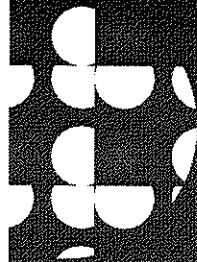
ALL PATIENT DAYS	12,161	11,055	8,865
ED VISITS	1,767	1,607	1,460
OUTPT & CLINIC VISITS	8,172	7,430	7,320
ADJUSTED PT DAYS	30,505	27,731	19,051
	2021	2020(FEB)	2020
<b>Patient Revenue/Expense</b>	<b>BUDGET</b>	<b>ANNUALIZED</b>	<b>BUDGET</b>
In Patient Revenue	1,024,172	931,065	974,550
Long Term Care Revenue	4,921,364	4,473,968	5,110,400
Out Patient Revenue	2,133,619	1,807,121	2,151,521
ED Revenue	5,884,897	5,349,906	4,114,493
Clinic Revenue	1,096,126	996,479	725,210
<b>Total Patient Revenue</b>	<b>15,060,178</b>	<b>13,558,538</b>	<b>13,076,172</b>
<b>Deductions From Revenue</b>			
Contractual	-4,857,970	(4,225,686)	(3,329,193)
Bad Debts	-489,718	(425,979)	(261,524)
Charity	-64,296	(55,928)	(13,076)
Settlements/Other			
<b>Total Deductions From Revenue</b>	<b>-5,411,983</b>	<b>-4,707,593</b>	<b>-3,603,792</b>
<b>% Of Total Deductions to Revenue</b>	<b>-35.94%</b>	<b>-34.72%</b>	<b>-27.56%</b>
<b>Net Patient Revenue</b>	<b>9,648,194</b>	<b>8,850,945</b>	<b>9,472,380</b>
<b>Other Operating Revenue</b>	<b>342,284</b>	<b>330,710</b>	<b>153,306</b>
<b>Net Revenue</b>	<b>9,990,479</b>	<b>9,181,655</b>	<b>9,625,686</b>
<b>Operating Expenses</b>			
1 Salaries & Wages	5,595,985	5,380,755	4,933,041
3 Benefits	1,398,996	919,968	1,233,261
4 Contracted Labor	304,601	292,888	653,099
5 Professional Fees	1,496,520	1,438,962	1,295,493
6 Purchase Service	288,269	277,182	156,780
7 Supplies	312,978	303,863	442,694
10 Utilities	237,751	226,430	210,159
11 Repairs and Maintenance	73,995	71,150	78,012
12 Insurance / Taxes	328,389	315,759	240,422
13 Other Expenses	311,800	302,718	1,124,493
15 Rents / Leases	71,718	68,960	123,657
16 Depreciation	5,048	4,854	87,038
Short Term Interest	0	0	-
<b>Total Expense</b>	<b>10,426,052</b>	<b>9,603,485</b>	<b>10,578,147</b>
<b>Net Income / Loss From Operations</b>	<b>(435,573)</b>	<b>(421,830)</b>	<b>(952,461)</b>
18 Interest Income/Donations	0	0	0
9160 Taxes	702,961	675,924	668,381
Deferred Income From GO Bond Taxes	0	0	0
17 Interest	-259,491	(259,491)	-246,516
9290/9550 Donations/Foundation	0	0	0
Other	112,919	108,576	90,185
<b>Total Non Operating</b>	<b>556,389</b>	<b>525,009</b>	<b>512,049</b>
<b>Net Profit / Loss</b>	<b>120,816</b>	<b>103,179</b>	<b>(440,412)</b>
<b>Other Expense Detail</b>			
Legal Fees	26,474	25,703	99,537
Consulting	94,715	91,956	380,304
Other Professional Fees	54,240	52,660	330,332

**SOUTHERN INYO HEALTHCARE DISTRICT  
INCOME STATEMENT  
BUDGET FY 2021**

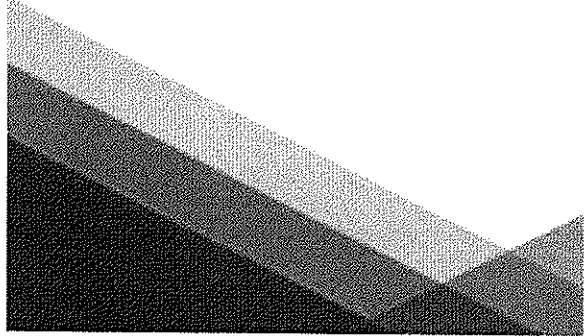
APPROVED FINANCE  
BOARD

ALL PATIENT DAYS	12,161	11,055	8,865
ED VISITS	1,767	1,607	1,460
OUTPT & CLINIC VISITS	8,172	7,430	7,320
ADJUSTED PT DAYS	30,505	27,731	19,051
	2021	2020(FEB)	2020
Patient Revenue/Expense	BUDGET	ANNUALIZED	BUDGET
Minor Equipment	3,637	3,531	37,907
Freight	1,034	1,003	-81
Licenses & Taxes	29,629	30,708	63,949
Dues/Subscriptions	3,774	3,664	26,240
Outside Training	5,596	5,433	24,672
Travel	4,930	4,787	28,895
Recruiting	6,027	5,851	11,330
Other Direct Expenses	1,845	1,791	1,424
IT Licenses & Software	70,285	66,296	8,140
Advertising /Marketing	589	572	1,436
Software Purchase	3,007	2,919	95,159
Security	846	821	4,107
Postage	5,171	5,021	11,140
Total Other Expenses	<u>311,800</u>	<u>302,717</u>	<u>1,124,493</u>

SIHD Executive Leadership

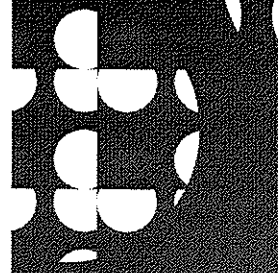


The  
CEO  
Report





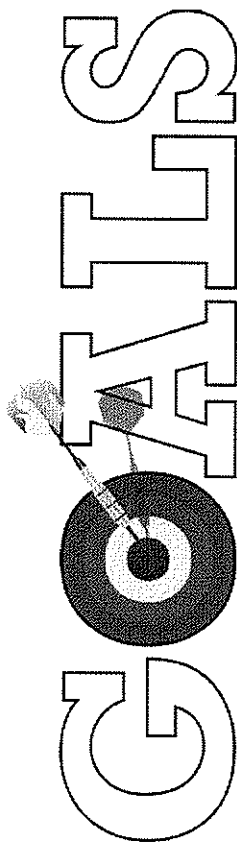
# I. Goals for Today's Report



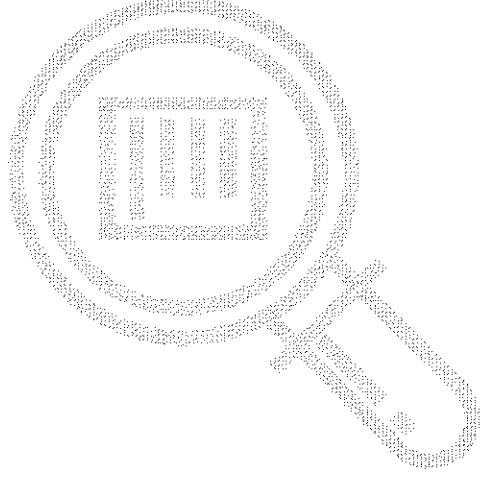
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**1. Key Operational Outcomes: May 2020**

**2. SIHD: The Miracle on Locust Street – Part 1**



# April vs. May 2020: Key Operating Outcomes



## 1. Patient Volumes: Month Over Month (April vs. May 2020; net loss 45 billable units)

**ED:** 64/visits vs. 98 /visits (+24)

**Acute:** 17/pt. days vs. 15 pt. days (-2)

**Swing:** 40 pt. days vs. 29 pt. days (-11 days)

**SNF:** 867days (28 residents) vs. 870 days (+1 29 residents)

**Lab:** 132/tests vs. 138/tests (+6)

**Radiology:** 114 tests vs. 110 tests (-4)

**Rehab Services:** 228/TX vs. 203/TX (-25)

**Clinic:** 250/visits vs. 245/visits (-5)

**\*Rolled up total Volume vs. Budget Average: ED, Acute & Swing Beds**

927 / 30.90(average) vs. 26.20 (+ 5 budget) April vs. 912/ 29.42 vs. 26.20 (+3 Budget) May

# The Big Picture...

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## \*Rolled Up Total Volume vs. Budget Average:

### **1. ED, Acute, Swing and SNF Beds:**

991 (visits/days) / 33.03(average) vs. 26.20 (+7 to budget) **April vs. 1,010 / 33.6 vs. 26.20 (+7.4 to budget) May**

### **2. All Other +Ancillaries:**

651 (visits/tests) 21.7 vs. 26.20 (-4 to budget) **April vs. 609 (visits/tests) / 20.3 vs 26.20 (-6.1 to budget) May**

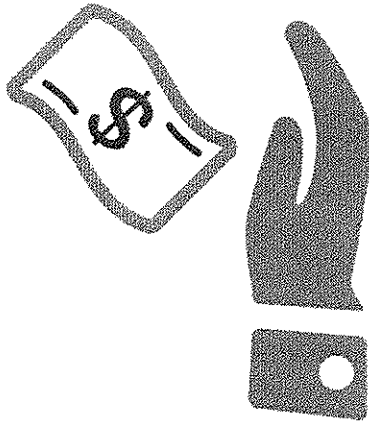
# AR MAY 2020

**I. May Total AR Collections: \$4,527,563.28**

1. Non stimulus monies = \$1,146,807.28

2. Stimulus Monies = \$3,380,756

**II. Total Stimulus monies to date: \$5,026,318**



# Department Re-Structures

## \*Radiology Services:

-New department manager April Hodge, RT started 6/8/2020

## \*Dietary Services:

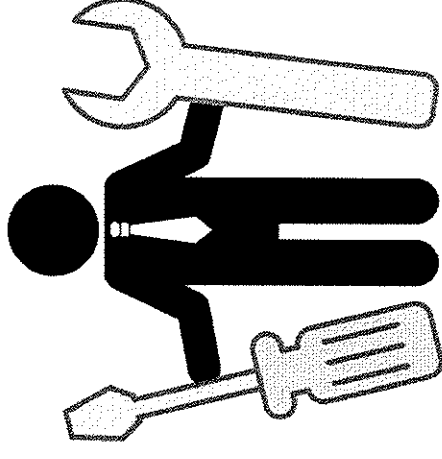
- Team development underway
- Potential new manager undergoing background screening
- Goal is to integrate Dietary Services under SNF leadership

## \*Laboratory Services:

-George Lahey has stepped down to act as a consultant developing new services/product lines for us. He will be mentoring our new manager Parul Patel, PhD

## \*Nursing Services – Michael Floyd, RN, CNO

-Collen Wilson, RN new Director for QI/Compliance Officer



## Update on Grant Funding

- Telehealth Development Grant via the HHS CARES Stimulus Funds 1.5M over 3 years.** Goal plan and develop a district wide telehealth program.
- HRSA Rural Health Care Services Outreach Grant 600k over 2 years.** Expand the delivery of health care services to include new and enhanced services exclusively in rural communities
- Hearst Foundation Grant; 100K** for new Echocardiography machine, portable vascular imaging device for the ED and telemetry technology for the acute and swing bed unit.
- HRSA's Rural Health Network Development Planning grant 100k for one year.** Develop a provider integration plan with the county to increase rural healthcare access.

# The Miracle on Locust Street – Part I

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## 3 Stage Strategic Vision 2020-2025:

### Phase 1: *Unveiling the New SIHD* (June through Dec. 2020)

- Press Release / Multi-media campaign / Direct mail / Celebrations/Saturation Branding SIH after CH.9 Plan Confirmation/Marketing Plan Launched
- External Renovation/Landscaping /Street Facing Marquee - Entrance Signage; Projected Start: August 2020
- Community-based Celebrations/ COVID Friendly Open House in late Summer/Early Fall

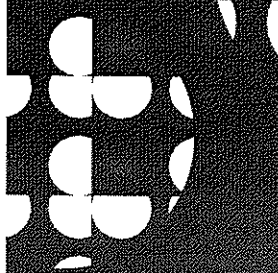
### Key New Service Development Services Come on Line:

- Expanded Imaging Services ; Cardiac, Vascular Ultrasound Services
- 1. IP / Hospitalist Program. Seeking new, expanded licensed Acute and Swing Bed capacity
- 2. Wound Care Program - UC Davis Affiliation/Explore limited vascular procedures program
- 3. Oncology Infusion Program
- 4. \*New Contracted Sub-Specialty Physicians / SIHD --UC-Davis Telemedicine Program
- 5. Transition Rehabilitation Services to new Space

- \*6. RHC Service Expansion; OP Procedures, Physical Plant Re-Tool and New Community – based Health Programs

TIME FOR  
**SOMETHING  
NEW!**

The Miracle Continues.....



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# VISION 2025

