

# SOUTHERN INYO HEALTHCARE DISTRICT

## Regular Meeting of the Board of Directors Minutes

Date: Tuesday, February 11, 2020

Time: 4:30 p.m.

Location: RCA Church

550 East Post St

Lone Pine, CA 93545

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### **PRESENT**

Bruce Branson, Treasurer

Carma Roper, Secretary

Charles Carson, Vice President

Jaque Hickman, President

Mark Lacey, Director

### **OTHERS**

Peter Spiers, CEO

Chris Marks, IT

Raychel Hosch, Rehab Services

Maritza Perkins, Executive Assistant

Chester Beedle, Financial Consultant

Scott Nave, Attorney (via phone)

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

The meeting was called to order at 4:30 pm.

Treasurer Branson moved to approve the February 11, 2020 Regular Board Meeting agenda. Director Lacey seconded. All approved.

### **II. BUSINESS ITEMS**

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

Attorney Nave reported that we have been working on filing another amendment to the plan and disclosure statement. This is the fifth amendment due to settlements that we have reached with various creditors. We are updating the plan to reflect what the settlements are for. This afternoon the judge issued his ruling with Optum. The ruling didn't grant either party's motion. The Attorneys are trying to de-code what it says. We may have a partial trial on the Optum loan. We will have more info on that once we dig in and figure the next steps. Things moving along on bankruptcy.

- 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

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item, it will removed from Consent and considered separately at the end of Business Items.

1. Approval of Medical Staff Privileges

- a. Ismael R. Cota, Clinic FNP, Temporary 90 days Medical Staff Privileges
- b. Eva Wasef, Pathologist, Two Year Medical Staff Privileges
- c. Micheal Blue, MD, ER Physician, Temporary 90 days Medical Staff Priliveges.

2. Approval of Contracts/Agreements

**a. Streamline Website Agreement**

**Pulled from consent agenda and moved to business Item D for discussion.**

3. Approval of Minutes

- a. Special Board Minutes of December 2, 2019.

4. Approval of Policies and Procedures

**a. Engineering**

- 1) Personal Electrical Equipment

**b. Rehab Services**

- 1) FEES policy (Fiberoptic Endoscopic Evaluation of Swallowing)
- 2) PT001 Mission Values
- 3) PT002 Objectives and Goals
- 4) PT 203 Patient Treatment Process
- 5) PT 012 Accountability and Responsibility
- 6) PT 201 Standards of Practice
- 7) PT 011 Service Definition
- 8) PT 014 Administration of the Rehabilitation Services Department
- 9) PT 202 Initiating Rehabilitation therapy services

**c. IT**

- 1) Internet, E-mail, and computer use policy
- 2) Sending PHI outside of the organization
- 3) Access of individuals to PHI.
- 4) Accounting of disclosures of PHI
- 5) Amendment of PHI
- 6) Confidential Communications
- 7) Consent for uses or disclosures of PHI to carry out treatment, Payment, or Healthcare Operations.
- 8) Deceased Individuals
- 9) Disclosures of PHI during disaster relief

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- 10) Disclosure of PHI to law enforcement without individual authorization.
- 11) Disclosures by whistleblowers and workforce member crime victims
- 12) Disclosures to Business Associates (BA)
- 13) Individual's right to request privacy protection for PHI
- 14) Interpreter Services and PHI
- 15) Limited Data Set
- 16) Notice of Privacy Practices for PHI
- 17) Personal Representatives
- 18) Patient's right to confidential communication of PHI
- 19) Use and disclosure of PHI for fundraising.
- 20) Uses and disclosures of PHI – General Rules
- 21) Uses and disclosures of PHI – Minimum Necessary
- 22) Uses and disclosures – Organizational requirements
- 23) Uses and disclosures – Consistent with notice of privacy practices
- 24) Uses and disclosures for an authorization or opportunity to agree or object is not required; Uses and disclosures for research
- 25) Uses and disclosures when an authorization or opportunity to agree or object is not required purposes
- 26) Uses and disclosures or which an authorization is required – Compound authorization
- 27) Uses and disclosures for which an authorization is required – Defective authorization
- 28) Uses and disclosures for which an authorization is required
- 29) Uses and disclosures of PHI – De-identifying and re-identifying PHI
- 30) Uses and disclosures of PHI – Minimum Necessary Requirements
- 31) Uses and disclosures of PHI for marketing
- 32) Uses and disclosures requiring an opportunity for the individual to agree or to object
- 33) Verification of identity and authority of persons requesting PHI

Secretary Roper wanted to confirm that the policies and procedures presented are routine corrections. IT is routine. Rehab are routine except the F.E.E.S. The F.E.E.S.( **Fiberoptic Endoscopic Evaluation of Swallowing**) is a new policy for Speech Therapy.

Introduction to Raychel Hosch, our new Rehab Director. Raychel comes from NIH. She was there for 4 years. She took their program to new heights. She has the highest recommendations from Dr. Flanigan. Not only is she good at leading and developing business, she understands patient care, she is well trained and is a licensed speech therapist. Raychel will present rehab information in March to the board of directors. SIHD is expanding our services.

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Per Peter we are looking to access a biomedical person to review all of our electrical equipment. Equipment needs to be identified as properly functioning and/or serviced. The personal electrical equipment policy is on use of personal items.

Vice President Carson wanted to know who is qualified to inspect the equipment. Peter stated someone who is trained and certified biomedical engineers for hospitals.

In regards to the equipment for F.E.E.S. belongs to Raychel. NIH sold it to her and she brought it with her. Financial Consultant Chet Beedle asked Raychel if she is allowing the district to use and charge for services. If so, there needs to be something in writing stating that (a contractual agreement).

Peter Spiers stated that the entire policies and procedures are broken. We are going through every dept. The board will see a lot of p&ps coming through for approval.

Secretary Roper would like to pull Item 2. Approval of Contracts/Agreements, **a. Streamline Website Agreement**. It will be discussed after Item C. Vitalant Agreement under business items.

**Action:** Streamline Website Agreement was pulled from consent agenda and moved to business Item D for discussion. Secretary Roper moved to approve the amended consent agenda. Treasurer Branson seconded. All approved.

#### C. Vitalant Agreement (CEO/LAB)

Vitalant is a hospital blood services agreement. This is a required blood banking function for our hospital. It's housed in the laboratory. The previous company changed their name. It is the same company. The agreement has been reviewed by Attorney Nave.

Peter Spiers and Attorney Nave discussed the agreement. The fee schedule is the same. Financial consultant Chet stated that on a fee schedule with blood we can only charge for blood administration. We cannot charge for the blood itself. The charge for the blood administration needs to be exactly the same as we are paying for the blood we buy.

Need a change on 12 page- Change to CA. Attorney Nave made comments, Peter sent reply to the comments and requests. Vitalant needs to review and accept our minor changes.

**Action:** Secretary Roper moved to accept the Vitalant agreement in that Attorney Nave and CEO Peter Spiers work out the minor changes with Vitalant. The Board delegates Peter Spiers to sign the contract. Treasurer Branson seconded. All approved.

#### D. Streamline Website Agreement

Streamline Website was presented at the Finance Committee meeting on February 2, 2020.

Treasurer Branson stated that he didn't get a clear answer on the membership portion. Secretary Roper asked how we found out about this company. Per Chris, NIH uses Streamline. This is a month to month contract. If we partner we would get a discount of \$150.00 a month. We will need to find out how much it costs to become a member with LAFCO.

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Secretary Roper noticed that training was included. Do we know what kind of contact management they are using? Will they be training someone onsite so that we don't have to rely on a website company to do basic updates? Chris has been updating. The content management system is Go Daddy and has control panel. Streamline is built in. SIHD would be able to go in the back end of the website. It gives a breakdown of the rules and regulations. It is a regulatory compliant website.

Questions from the Board-

What are the cost to join the organization? And is there something to offset the \$450.00 to \$300.00.

What other perks are there to join the association? Other fees to be saved?

In the past, SIHD was using Fast Health for the website. The monthly cost was \$500.00. Fast Health was hosting our website. That was it. Chris Marks went to President Hickman and she purchased a 5 year hosting for about \$170.00. We saved the district some money.

Secretary Roper stated that she feels that \$450.00 seems over excessive for a webpage. Chris Marks stated that he does not have experience. We don't have anyone to keep up the website and keep track of compliance.

Offset-

Peter Spiers is having Jeff Sheffield replace the old florescent bulbs to LED's in the hospital. It's about \$1200 a year on having to replace the florescent lighting. This is be the offset. Currently, we are looking for offsets in all departments.

This agreement includes the hosting, the domain (go daddy). The domain is still the district's responsibility. We have some work to do. We are also looking into having the option for patient payments on the website and patient portal. We need to upgrade our digital communications.

This isn't just a website hosting, this is meets requirements for state compliance.

Membership for LAFCO -

Silver is \$300

Gold is \$1000

Treasurer Branson asked if SIHD's annual operating revenue falls in the 1-5M. Also what is annual operating revenue? Financial Consultant Beedle stated that it's the direct revenue generated from the patient care depts. minus the direct expenses associated with those plus overhead non-allocated. This gives us our net operating revenue. Currently, SIHD is at the 5-10M.

**Action:** Treasurer Branson moved to approve the Streamline Website agreement with the provision that SIHD becomes a LAFCO member (at member rate). Director Lacey seconded. All approved.

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### III. REPORTS

#### A. Financial Report

Financial Consultant Chet Beedle reviewed the financials that were presented at the 02/04/2020 Financial Committee Meeting. Mr. Beedle stated that before we generated this particular financial statement package we had an issue. Our general ledger and accounts payable system crashed. Mr. Beedle was not able to develop like he normally does (expense side). The revenue side is still generated from the detail reports. Mr. Chet requested a listing of open invoices and he had to develop the info from that mechanism. It worked but it took three times longer than usual.

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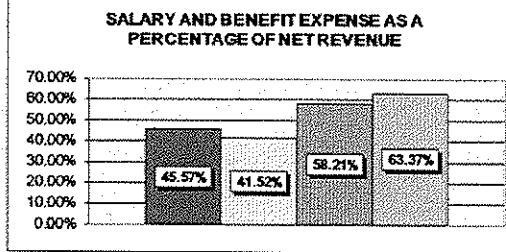
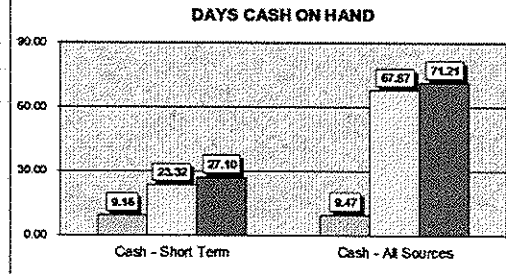
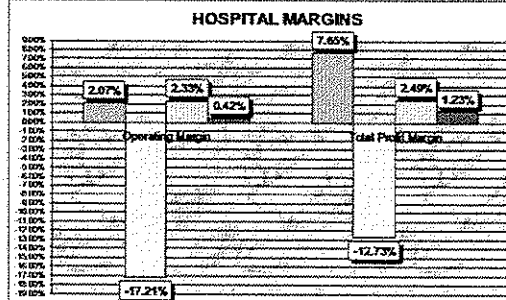
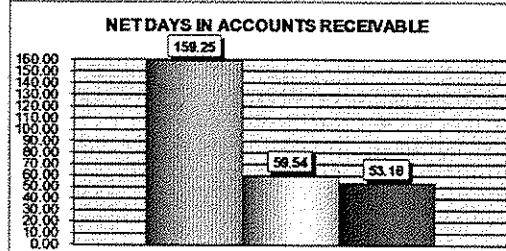
# SOUTHERN INYO HEALTHCARE DISTRICT

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## EXECUTIVE FINANCIAL SUMMARY

Five Months Ended November 30, 2019

BALANCE SHEET		
	11/30/2019	6/30/2019
<b>ASSETS</b>		
Current Assets	\$3,937,583	\$4,706,581
Assets Whose Use is Limited	7,710	7,936
Property, Plant and Equipment (Net)	1,059,407	1,061,248
Other Assets	0	0
<b>Total Unrestricted Assets</b>	<b>5,004,700</b>	<b>5,775,765</b>
Restricted Assets	0	0
<b>Total Assets</b>	<b>\$5,004,700</b>	<b>\$5,775,765</b>
<b>LIABILITIES AND NET ASSETS</b>		
Current Liabilities	\$5,512,682	\$5,604,489
Long-Term Debt	19,000	17,122
Other Long-Term Liabilities	0	413,300
<b>Total Liabilities</b>	<b>5,531,682</b>	<b>6,034,912</b>
Net Assets	(526,983)	(259,147)
<b>Total Liabilities and Net Assets</b>	<b>\$5,004,699</b>	<b>\$5,775,765</b>
<b>STATEMENT OF REVENUE AND EXPENSES - YTD</b>		
	ACTUAL	BUDGET
<b>Revenue:</b>		
Gross Patient Revenues	\$5,750,828	\$5,998,752
Deductions From Revenue	(2,035,785)	(1,653,256)
Net Patient Revenues	3,715,043	4,345,496
Other Operating Revenue	201,011	114,043
<b>Total Operating Revenues</b>	<b>3,916,054</b>	<b>4,459,539</b>
<b>Expenses:</b>		
Salaries, Benefits & Contract Labor	2,481,708	3,359,490
Purchased Services & Physician Fees	722,309	639,499
Supply Expenses	169,531	216,896
Other Operating Expenses	459,186	940,290
Bad Debt Expense	0	0
Depreciation & Interest Expense	2,399	70,721
<b>Total Expenses</b>	<b>3,835,133</b>	<b>5,226,896</b>
<b>NET OPERATING SURPLUS</b>	<b>80,921</b>	<b>(767,357)</b>
Non-Operating Revenue/(Expenses)	218,753	199,847
<b>TOTAL NET SURPLUS</b>	<b>\$299,674</b>	<b>(\$567,510)</b>
<b>KEY STATISTICS AND RATIOS - YTD</b>		
	ACTUAL	BUDGET
Total Acute Patient Days	37	62
Average Acute Length of Stay	2.3	2.2
Total Emergency Room Visits	533	725
Outpatient Visits	1,774	1,629
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	-0.63%	-18.80%
Current Ratio	0.71	
Days Expense in Accounts Payable	311.96	



<b>SOUTHERN INYO HEALTHCARE DISTRICT</b>	
Budget	11/30/19
California	Hospitals
CAH Hospitals	Rural
Prior Fiscal Year End	06/30/19
<b>FINANCIAL STRENGTH INDEX - 0.64</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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**Balance Sheet - Assets**

**SOUTHERN INYO HEALTHCARE DISTRICT  
LONE PINE, CALIFORNIA  
Five Months Ended November 30, 2019**

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	Current Month 11/30/2019	Prior Month 10/31/2019	ASSETS		Prior Year End 6/30/2019
			Positive/ (Negative) Variance	Percentage Variance	
<b>Current Assets</b>					
Cash and Cash Equivalents	\$231,027	\$275,944	(\$44,918)	-16.28%	\$916,834
Gross Patient Accounts Receivable	8,498,688	9,473,222	(974,534)	-10.29%	8,742,913
Less: Bad Debt and Allowance Reserves	(4,929,239)	(5,494,469)	565,230	10.29%	(5,070,890)
Net Patient Accounts Receivable	3,569,449	3,978,753	(409,304)	-10.29%	3,672,024
Interest Receivable	0	0	0	0.00%	0
Other Receivables	0	0	0	0.00%	0
Inventories	117,879	117,879	0	0.00%	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>3,937,583</b>	<b>4,391,805</b>	<b>(454,222)</b>	<b>-10.34%</b>	<b>4,706,581</b>
<b>Assets Whose Use is Limited</b>					
Cash	7,710	7,627	83	1.08%	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>7,710</b>	<b>7,627</b>	<b>83</b>	<b>1.08%</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	(5,263,408)	(5,263,687)	279	0.01%	(5,261,567)
<b>Net Property, Plant, and Equipment</b>	<b>1,059,407</b>	<b>1,059,128</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>5,004,700</b>	<b>5,458,560</b>	<b>(453,860)</b>	<b>-8.31%</b>	<b>5,775,765</b>
Restricted Assets	0	0	0	0.00%	0
<b>TOTAL ASSETS</b>	<b>\$5,004,700</b>	<b>\$5,458,560</b>	<b>(\$453,860)</b>	<b>-8.31%</b>	<b>\$5,775,765</b>

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**Balance Sheet - Liabilities and Net Assets**

**SOUTHERN INYO HEALTHCARE DISTRICT**

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**LONE PINE, CALIFORNIA**

**Five Months Ended November 30, 2019**

	LIABILITIES AND FUND BALANCE				
	Current Month	Prior Month	Positive/ (Negative)	Percentage	Prior
	11/30/2019	10/31/2019	Variance	Variance	Year End 6/30/2019
<b>Current Liabilities</b>					
Accounts Payable	\$5,239,380	\$5,239,380	\$0	0.00%	\$4,933,871
Notes and Loans Payable	3,609	3,609	0	0.00%	3,607
Accrued Payroll	21,164	29,361	8,198	27.92%	104,291
Accrued Payroll Taxes	23,111	32,063	8,952	27.92%	29,584
Accrued Benefits	4,697	6,630	1,933	29.16%	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	781,674	611,780	78.27%	426,344
<b>Total Current Liabilities</b>	<b>5,512,682</b>	<b>6,266,218</b>	<b>753,535</b>	<b>12.03%</b>	<b>5,604,489</b>
<b>Long Term Debt</b>					
Bonds/Mortgages Payable	0	0	0	0.00%	0
Leases/Notes Payable	22,607	22,607	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>19,000</b>	<b>19,000</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	0	0	0	0.00%	413,300
<b>Total Other Long Term Liabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>	<b>413,300</b>
<b>TOTAL LIABILITIES</b>	<b>5,531,682</b>	<b>6,285,217</b>	<b>753,535</b>	<b>11.99%</b>	<b>6,034,912</b>
<b>Net Assets:</b>					
Unrestricted Fund Balance	(826,657)	(259,147)	567,510	-218.99%	226,776
Inter-Departmental Transfer (DSH)	0	0	0	0.00%	0
Restricted Fund Balance	0	0	0	0.00%	0
Net Revenue/(Expenses)	299,674	(567,510)	(867,184)	152.81%	(485,923)
<b>TOTAL NET ASSETS</b>	<b>(526,983)</b>	<b>(826,657)</b>	<b>(299,674)</b>	<b>36.25%</b>	<b>(259,147)</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$5,004,699</b>	<b>\$5,458,560</b>	<b>\$453,861</b>	<b>8.31%</b>	<b>\$5,775,765</b>

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**Statement of Revenue and Expense**

**SOUTHERN INYO HEALTHCARE DISTRICT**

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**LONE PINE, CALIFORNIA**

**Five Months Ended November 30, 2019**

	CURRENT MONTH				Prior Year 11/30/18
	Actual 11/30/19	Budget 11/30/19	Positive (Negative) Variance	Percentage Variance	
Gross Patient Revenue					
Inpatient Revenue	\$55,909	\$62,950	(\$7,041)	-11.19%	\$59,417
Clinic Revenue	58,936	115,422	(56,486)	-48.94%	50,528
Outpatient Revenue	444,288	429,235	15,053	3.51%	486,424
Long Term Care Revenue	281,801	490,840	(209,039)	-42.59%	335,371
Other	0	0	0	0.00%	0
<b>Total Gross Patient Revenue</b>	<b>840,934</b>	<b>1,098,447</b>	<b>(257,513)</b>	<b>-23.44%</b>	<b>931,740</b>
Deductions From Revenue					
Discounts and Allowances	(235,462)	(279,665)	44,203	15.81%	(260,887)
Bad Debt Expense (Governmental Providers Only)	(25,228)	(21,969)	(3,259)	-14.83%	(27,952)
Settlements/Other	(7,500)	0	(7,500)	0.00%	0
Charity Care	0	(1,098)	1,098	100.00%	0
<b>Total Deductions From Revenue</b>	<b>(268,190)</b>	<b>(302,732)</b>	<b>34,542</b>	<b>11.41%</b>	<b>(288,839)</b>
<b>Net Patient Revenue</b>	<b>572,744</b>	<b>795,715</b>	<b>(222,970)</b>	<b>-28.02%</b>	<b>642,900</b>
Deduction % of Gross Revenue	-31.9%	-27.6%			-31.0%
Other Operating Revenue	43,789	0	43,789	0.00%	18,167
<b>Total Operating Revenue</b>	<b>616,533</b>	<b>795,715</b>	<b>(179,181)</b>	<b>-22.52%</b>	<b>661,068</b>
Operating Expenses				Exp %/Net Rev	
Salaries and Wages	296,289	411,060	(114,771)	51.7%	379,286
Fringe Benefits	72,798	102,765	(29,967)	12.9%	94,821
Contract Labor	43,750	47,322	(3,572)	5.9%	153,788
Physicians Fees	46,316	114,492	(68,176)	14.4%	70,690
Purchased Services	40,968	20,062	20,906	2.5%	6,510
Supply Expense	31,098	64,938	(33,840)	8.2%	39,060
Utilities	15,530	15,987	(457)	2.0%	21,417
Repairs and Maintenance	5,839	18,315	(12,476)	2.3%	6,048
Insurance Expense	23,530	18,182	5,347	2.3%	32,754
All Other Operating Expenses	12	21,725	(21,713)	2.7%	16,397
Bad Debt Expense (Non-Governmental Providers)	0	0	-	0.0%	0
Leases and Rentals	9,269	19,837	(10,568)	2.5%	9,269
Depreciation and Amortization	279	781	(502)	0.1%	279
Interest Expense (Non-Governmental Providers)	0	0	-	0.0%	0
<b>Total Operating Expenses</b>	<b>585,677</b>	<b>855,465</b>	<b>(269,788)</b>	<b>107.5%</b>	<b>830,318</b>
<b>Net Operating Surplus/(Loss)</b>	<b>30,856</b>	<b>(59,750)</b>	<b>90,607</b>	<b>-151.64%</b>	<b>(169,251)</b>
Non-Operating Revenue:					
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%	55,070
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>42,494</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$74,607</b>	<b>(\$15,370)</b>	<b>\$89,978</b>	<b>-585.40%</b>	<b>(\$126,757)</b>
Operating Margin	5.00%	-7.51%			-25.60%
Total Profit Margin	12.10%	-1.93%			-19.17%
EBITDA	1.54%	-9.99%			-28.83%
Cash Flow Margin	15.65%	0.75%			-15.86%

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**Statement of Revenue and Expense**  
**SOUTHERN INYO HEALTHCARE DISTRICT**  
**LONE PINE, CALIFORNIA**  
**Five Months Ended November 30, 2019**

PAGE 6

	YEAR-TO-DATE				
	Actual 11/30/19	Budget 11/30/19	Positive (Negative) Variance	Percentage Variance	Prior Year 11/30/18
<b>Gross Patient Revenue</b>					
Inpatient Revenue	\$355,556	\$504,565	(\$149,009)	-29.53%	\$444,843
Clinic Revenue	463,201	365,081	98,119	26.88%	308,326
Outpatient Revenue	3,045,684	2,855,773	189,911	6.65%	2,353,226
Long Term Care Revenue	1,886,387	2,267,039	(380,653)	-16.79%	1,904,312
Other	0	6,294	(6,294)	-100.00%	6,081
<b>Total Gross Patient Revenue</b>	<b>5,750,828</b>	<b>5,998,752</b>	<b>(247,924)</b>	<b>-4.13%</b>	<b>5,016,788</b>
<b>Deductions From Revenue</b>					
Discounts and Allowances	(1,783,159)	(1,527,282)	(255,877)	-16.75%	(1,379,021)
Bad Debt Expense (Governmental Providers Only)	(185,340)	(119,975)	(65,365)	-54.48%	(150,503)
Settlements/Other	(30,000)	0	(30,000)	0.00%	(7,500)
Charity Care	(37,285)	(5,999)	(31,287)	-521.55%	(40,850)
<b>Total Deductions From Revenue</b>	<b>(2,035,785)</b>	<b>(1,653,256)</b>	<b>(382,528)</b>	<b>-23.14%</b>	<b>(1,577,874)</b>
Deductions as % of Gross Revenue	-35.4%	-27.6%			-31.5%
<b>Net Patient Revenue</b>	<b>3,715,043</b>	<b>4,345,496</b>	<b>(630,453)</b>	<b>-14.51%</b>	<b>3,438,914</b>
<b>Other Operating Revenue</b>	<b>201,011</b>	<b>114,043</b>	<b>86,969</b>	<b>76.26%</b>	<b>64,613</b>
<b>Total Operating Revenue</b>	<b>3,916,054</b>	<b>4,459,539</b>	<b>(543,484)</b>	<b>-12.19%</b>	<b>3,503,526</b>
<b>Operating Expenses</b>				Exp %/Net Rev	
Salaries and Wages	2,117,170	2,376,960	259,790	53.3%	1,845,625
Fringe Benefits	245,812	594,240	348,428	13.3%	461,406
Contract Labor	118,727	388,290	269,564	8.7%	259,406
Physicians Fees	622,386	544,425	(77,961)	12.2%	471,107
Purchased Services	99,923	95,075	(4,848)	2.1%	86,594
Supply Expense	169,531	216,896	47,365	4.9%	181,637
Utilities	100,929	98,321	(2,608)	2.2%	77,770
Repairs and Maintenance	19,521	41,888	22,368	0.9%	35,796
Insurance Expense	130,878	125,855	(5,023)	2.8%	95,592
All Other Operating Expenses	172,168	602,824	430,656	13.5%	570,289
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.0%	0
Leases and Rentals	35,690	71,402	35,712	1.6%	64,534
Depreciation and Amortization	2,399	70,721	68,321	1.6%	57,188
Interest Expense (Non-Governmental Providers)	0	0	0	0.0%	0
<b>Total Operating Expenses</b>	<b>3,835,133</b>	<b>5,226,896</b>	<b>1,391,762</b>	<b>117.2%</b>	<b>4,206,945</b>
<b>Net Operating Surplus/(Loss)</b>	<b>80,921</b>	<b>(767,357)</b>	<b>848,278</b>	<b>-110.55%</b>	<b>(703,419)</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	281,635	302,344	(20,710)	-6.85%	280,377
Interest Expense (Governmental Providers Only)	(108,121)	(141,898)	33,777	-23.80%	(108,121)
Other Non-Operating Revenue/(Expenses)	45,240	39,400	5,839	14.82%	45,240
<b>Total Non Operating Revenue/(Expense)</b>	<b>218,753</b>	<b>199,847</b>	<b>18,907</b>	<b>9.46%</b>	<b>217,496</b>
<b>Total Net Surplus/(Loss)</b>	<b>\$299,674</b>	<b>(\$567,510)</b>	<b>\$867,184</b>	<b>-152.81%</b>	<b>(\$485,923)</b>
<b>Operating Margin</b>	<b>2.07%</b>	<b>-17.21%</b>			<b>-20.08%</b>
<b>Total Profit Margin</b>	<b>7.65%</b>	<b>-12.73%</b>			<b>-13.87%</b>
<b>EBITDA</b>	<b>-0.63%</b>	<b>-18.80%</b>			<b>-21.53%</b>
<b>Cash Flow Margin</b>	<b>10.47%</b>	<b>-7.96%</b>			<b>-9.15%</b>

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Director

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	Actual 12/31/2019	Actual 1/31/2020	Actual 2/28/2020	Actual 3/30/2020	Actual 4/30/2020	Actual 5/30/2020	Actual 6/30/2020	Actual 6/30/2019
<b>Gross Patient Revenue</b>													
Inpatient Revenue	\$49,894	\$94,558	\$52,441	\$106,744	\$55,909	\$59,417	\$81,121	\$37,974	\$80,551	\$42,830	\$36,939	\$53,970	\$81,812
Clinic Revenue	80,882	83,246	82,042	168,294	58,938	\$50,528	50,867	50,599	41,075	65,373	70,205	78,809	65,872
Outpatient Revenue	641,473	700,432	638,178	616,312	444,398	486,424	473,457	583,705	539,612	497,101	611,823	492,290	556,244
Long Term Care Revenue	401,886	404,913	396,611	401,176	281,801	\$385,371	510,328	474,064	381,661	328,500	363,234	339,093	397,365
Other	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Gross Patient Revenue</b>	<b>1,175,935</b>	<b>1,283,159</b>	<b>1,169,273</b>	<b>1,281,526</b>	<b>840,934</b>	<b>931,740</b>	<b>1,116,773</b>	<b>1,058,342</b>	<b>1,022,869</b>	<b>933,884</b>	<b>1,082,207</b>	<b>964,162</b>	<b>1,101,093</b>
<b>Deductions From Revenue</b>													
Discounts and Allowances	(504,249)	(397,775)	(370,475)	(422,064)	(235,432)	(570,567)	(212,417)	(507,935)	(291,412)	(781,488)	(503,018)	(365,965)	(408,308)
Bad Debt Expense (Governmental Providers Only)	(59,275)	(38,436)	(35,078)	(61,201)	(25,276)	(57,562)	(33,473)	(32,852)	(30,682)	(78,617)	(52,494)	(75,973)	(33,921)
Prior Year Settlements	0	0	0	0	0	0	0	0	0	0	0	0	0
Charity Care	(7,599)	(7,592)	(7,800)	(17,285)	(7,830)	(67,500)	(7,550)	(7,893)	(7,852)	(7,200)	(7,590)	(7,925)	(7,901)
<b>Total Deductions From Revenue</b>	<b>(607,218)</b>	<b>(483,774)</b>	<b>(490,353)</b>	<b>(507,439)</b>	<b>(298,198)</b>	<b>(692,629)</b>	<b>(292,342)</b>	<b>(567,585)</b>	<b>(330,546)</b>	<b>(897,995)</b>	<b>(553,002)</b>	<b>(429,863)</b>	<b>(484,150)</b>
<b>Net Patient Revenue</b>	<b>568,717</b>	<b>809,385</b>	<b>678,920</b>	<b>774,087</b>	<b>542,736</b>	<b>239,111</b>	<b>824,431</b>	<b>490,757</b>	<b>692,323</b>	<b>35,889</b>	<b>529,205</b>	<b>534,299</b>	<b>616,943</b>
<b>Other Operating Revenue</b>	<b>6,487</b>	<b>0</b>	<b>84,004</b>	<b>66,731</b>	<b>43,789</b>	<b>518,167</b>	<b>6,487</b>	<b>6,487</b>	<b>6,487</b>	<b>6,487</b>	<b>6,487</b>	<b>6,487</b>	<b>6,487</b>
<b>Total Operating Revenue</b>	<b>575,204</b>	<b>809,385</b>	<b>762,924</b>	<b>840,818</b>	<b>606,525</b>	<b>757,278</b>	<b>830,918</b>	<b>507,244</b>	<b>698,810</b>	<b>42,376</b>	<b>535,692</b>	<b>540,786</b>	<b>623,430</b>
<b>Operating Expenses</b>													
Salaries and Wages	470,616	457,026	441,714	451,525	296,289	\$379,286	442,857	451,714	422,010	467,225	517,285	492,355	443,211
Fringe Benefits	31,068	91,405	22,275	28,266	72,798	\$94,821	110,714	112,929	105,503	116,806	129,321	123,089	110,803
Contract Labor	19,219	25,415	23,385	6,968	43,750	\$153,788	83,541	45,222	30,484	28,066	30,875	47,023	18,625
Physicians Fees	104,797	167,231	155,938	140,104	46,316	\$70,899	119,712	165,877	73,748	85,289	143,891	137,582	156,258
Purchased Services	4,158	21,301	12,384	21,191	40,968	\$5,519	6,481	3,548	3,896	18,356	6,382	8,471	21,837
Supply Expense	37,115	35,277	36,974	29,067	31,098	\$39,660	29,518	35,977	39,400	33,510	23,737	64,774	54,774
Utilities	23,740	26,358	18,355	16,836	15,330	\$21,417	22,852	21,810	11,092	11,212	16,626	7,555	20,910
Repairs and Maintenance	3,107	5,343	1,188	4,043	5,839	\$6,048	4,051	7,742	2,418	10,335	3,064	6,421	(28,515)
Insurance Expense	24,056	15,110	53,082	15,100	23,330	\$32,754	19,523	17,317	19,816	0	17,316	23,758	13,463
All Other Operating Expenses	84,375	10,486	40,346	36,949	12	\$18,197	11,245	65,113	77,864	103,966	57,293	58,996	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	9,269	\$3,369	4,167	10,987	2,750	4,600	4,600	4,167	12,193
Depreciation and Amortization	278	279	781	781	279	\$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>585,078</b>	<b>939,518</b>	<b>885,320</b>	<b>938,515</b>	<b>788,979</b>	<b>879,645</b>	<b>950,369</b>	<b>864,370</b>	<b>873,964</b>
<b>Net Operating Surplus/(Loss)</b>	<b>(23,665)</b>	<b>(20,023)</b>	<b>37,735</b>	<b>65,117</b>	<b>38,657</b>	<b>(179,750)</b>	<b>(6,402)</b>	<b>(137,671)</b>	<b>(186,659)</b>	<b>(236,259)</b>	<b>(224,677)</b>	<b>(329,111)</b>	<b>(150,534)</b>
<b>Non-Operating Revenue:</b>													
Contributions	\$0	0	0	0	0	0	0	0	0	0	0	0	0
Investment Income	0	0	0	0	0	0	0	0	0	0	0	0	0
Income Derived from Property Taxes	50,327	56,327	58,327	50,327	58,327	\$55,070	55,070	55,070	55,070	55,070	55,070	55,070	55,070
Interest Expense (Governmental Providers Only)	(21,804)	(21,804)	(21,804)	(21,804)	(21,804)	(21,804)	(21,804)	(21,804)	(21,804)	(21,804)	(21,804)	(21,804)	(21,804)
Other Non-Operating Revenue/(Expenses)	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>\$43,751</b>	<b>\$43,751</b>	<b>\$43,751</b>	<b>\$43,751</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>\$10,886</b>	<b>\$23,728</b>	<b>\$81,486</b>	<b>\$108,868</b>	<b>\$74,608</b>	<b>(135,999)</b>	<b>(32,651)</b>	<b>(93,920)</b>	<b>(142,908)</b>	<b>(192,508)</b>	<b>(180,926)</b>	<b>(285,862)</b>	<b>(106,783)</b>
Operating Margin	-4.23%	-2.39%	4.45%	7.78%	5.00%	-27.04%	-11.34%	-24.00%	-11.94%	-26.73%	-27.44%	-45.18%	-15.19%
Total Profit Margin	1.42%	2.83%	9.81%	13.01%	12.10%	-29.54%	-3.60%	-16.24%	-5.92%	-39.12%	-41.75%	-38.78%	-9.59%
EBITDA	-6.98%	-4.83%	1.99%	5.29%	1.54%	-30.31%	-11.91%	-24.68%	-14.97%	-40.04%	-48.39%	-48.39%	-13.55%
Cash Flow Margin	4.24%	5.44%	12.25%	15.69%	15.65%	-17.19%	-2.87%	-15.50%	-2.81%	-26.72%	-18.81%	-35.49%	-2.28%

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**Patient Statistics**

**SOUTHERN INYO HEALTHCARE DISTRICT**  
**LONE PINE, CALIFORNIA**  
**Five Months Ended November 30, 2019**

Current Month				Year-To-Date				
Actual 11/30/19	Budget 11/30/19	Positive/ (Negative) Variance	Prior Year 11/30/18	STATISTICS	Actual 11/30/19	Budget 11/30/19	Positive/ (Negative) Variance	Prior Year 11/30/18
<b>Discharges</b>								
5	5	(3)	5	Acute	6	27	(21)	34
0	0	0	0	Swing Beds	10	2	8	0
0	0	0	0	Psychiatric/Rehab	0	0	0	0
0	0	0	0	Respite	0	0	0	0
5	5	(3)	5	Total Adult Discharges	16	30	(14)	34
0	0	0	0	Newborn	0	0	0	0
5	5	(3)	5	Total Discharges	16	30	(14)	34
<b>Patient Days:</b>								
8	27	(20)	26	Acute	25	62	(37)	71
43	0	43	0	Swing Beds	12	0	12	0
0	0	0	0	Psychiatric/Rehab	0	0	0	0
0	0	0	0	Respite	0	0	0	0
51	27	(20)	26	Total Adult Patient Days	37	62	(25)	71
0	0	0	0	Newborn	0	0	0	0
51	27	(20)	26	Total Patient Days	37	62	(25)	71
<b>Average Length of Stay (ALOS)</b>								
1.6	5.2	1.7	5.2	Acute	4.2	2.2	(1.9)	2.1
N/A	N/A	N/A	N/A	Swing Bed	1.2	0.0	(1.2)	N/A
N/A	N/A	N/A	N/A	Psychiatric/Rehab	N/A	N/A	N/A	N/A
10.2	5.2	1.7	5.2	Total Adult ALOS	2.3	2.1	(0.2)	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>								
0.3	0.9	(0.7)	0.9	Acute	0.8	2.1	(1.2)	2.4
1.4	0.0	1.4	0.0	Swing Beds	0.4	0.0	0.4	0.0
0.0	0.0	0.0	0.0	All Other Adult	0.0	0.0	0.0	0.0
1.7	0.9	(0.7)	0.9	Total Adult ADC	1.2	2.1	(0.8)	2.4
0.0	0.0	0.0	0.0	Newborn	0.0	0.0	0.0	0.0
<b>Long Term Care:</b>								
1,051	823	228	795	SNF/ECF Resident Days	4,339	3,971	368	3,889
28	2	26	2	SNF/ECF Resident Discharges	50	14	36	13
0	0	0	0	CBRF/Assisted Living Days	0	0	0	0
35.0	27.4	7.6	26.5	Average Daily Census	28.5	26.1	2.4	25.6
<b>Emergency Room Statistics</b>								
2	2	(0)	2	ER Visits - Admitted	10	8	2	10
117	117	0	113	ER Visits - Discharged	510	684	(174)	510
15	13	2	13	ER - Urgent Care Visits	13	33	(20)	13
134	132	2	128	Total ER Visits	533	725	(192)	533
1.49%	1.56%		1.56%	% of ER Visits Admitted	1.88%	1.12%	0.76%	1.88%
50.00%	40.00%		40.00%	ER Admissions as a % of Total	23.81%	27.49%	(3.68%)	29.41%
<b>Outpatient Statistics:</b>								
391	393	(2)	380	Total Outpatients Visits	1,774	1,629	145	1,359
0	2	(2)	2	Observation Bed Days	9	2	7	2
244	255	(11)	246	Clinic Visits - Primary Care	1,294	1,608	(314)	1,300
49	0	49	0	Clinic Visits - Specialty Clinics	252	0	252	0
0	0	0	0	IP Surgeries	0	0	0	0
0	0	0	0	OP Surgeries	0	0	0	0
0	0	0	0	Outpatient Scopes	0	0	0	0
0	0	0	0	Retail Pharmacy Scripts	0	0	0	0
<b>Productivity Statistics:</b>								
92.32	91.80	0.52	0.00	FTE's - Worked	92.32	91.80	0.52	93.98
102.80	97.20	5.60	102.80	FTE's - Paid	102.17	98.80	3.37	102.17
0.9160	0.8020	(0.11)	0.8020	Case Mix Index - Medicare	0.9160	0.8762	(0.04)	0.8771
0.8990	0.9020	0.00	0.9020	Case Mix Index - All payers	0.8990	0.9324	0.03	0.9179

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**Key Financial Ratios**

**SOUTHERN INYO HEALTHCARE DISTRICT  
LONE PINE, CALIFORNIA  
Five Months Ended November 30, 2019**

**PAGE 10**

	Year to Date 11/30/2019	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	2.07%	-17.21%	-20.08%	2.33%	0.42%
Total Profit Margin	7.65%	-12.73%	-13.87%	2.49%	1.23%
Cash Flow Margin	7.71%	-11.14%	-12.24%	8.40%	5.91%
Contractual Allowance %	32.18%	25.56%	28.45%	50.62%	39.92%
Inpatient Gross Revenue as a % of Total	26.62%	29.38%	29.09%	38.85%	28.48%
Outpatient Gross Revenue as % of Total	44.91%	41.52%	40.76%	64.83%	74.43%
Average Daily Census Acute Care	0.27	0.90	2.37	5.57	3.22
Average Daily Census Swing Bed	1.43	0.00	0.00	0.37	1.52
<b>Liquidity:</b>					
Days of Cash on Hand, Short Term	9.16	1.61	6.63	23.32	27.10
Days Cash, All Sources	9.47	1.65	1.65	67.87	71.21
Net Days in Accounts Receivable	159.25	177.51	177.51	59.54	53.16
Average Payment Period	197.00	223.93	223.93	56.65	53.00
Current Ratio	0.71	0.70	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	2.80%	3.58%	3.58%	7.51%	5.30%
Long Term Debt to Equity	-3.6%	-202.7%	-202.7%	53.99%	60.32%
Long Term Debt to Capitalization	-3.7%	197.3%	197.3%	20.13%	29.00%
Debt Service Coverage Ratio	3.74	0.92	0.92	2.27	3.16
Medicare IN Patient Payer mix	6.18%	8.41%	8.87%	57.90%	73.01%
Medicare Out Patient Payer mix	52.96%	47.61%	46.91%	38.89%	37.90%
<b>Productivity and Efficiency:</b>					
Paid FTE's per Adjusted Occupied Bed	25.95	2.67	15.04	10.34	5.86
Total Net Revenue per FTE	\$38,329	\$37,092	\$37,092	\$117,848	\$77,243
Salary Expense per Paid FTE	\$50,556	\$50,287	\$50,287	\$59,647	\$50,845
Salary and Benefits as a % of Net Revenue	63.37%	58.21%	58.21%	41.52%	45.57%
Employee Benefits %	11.61%	24.57%	24.57%	41.29%	25.20%
Supply Expense Per Adj. Discharge - CMI Adj.	\$728.70	\$499.95	\$499.95	\$2,476.27	\$1,050.00
FTE's Per Occupied Bed	13.84	4.97	4.97	5.31	5.80
	<b>YTD - Actual 11/30/2019</b>	<b>YTD - Actual 7/31/2017</b>	<b>YTD - Actual 6/30/2018</b>	<b>YTD - Budget 11/30/2019</b>	
<b>Other Ratios:</b>					
Gross Days in Accounts Receivable	261.60	671.65	671.65	60.00	
Net Revenue per Adjusted Discharge	\$15,132	\$9,886	\$9,886	\$12,698	
Operating Expenses per Adj. Discharge	\$14,820	\$14,668	\$14,668	\$14,883	

**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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Southern Inyo Healthcare District  
Operational Cash Flow Actual w/Projections  
Actual FY 2020

	Actual Jul-19	Actual Aug-19	Actual Sep-19	Actual Oct-19	Actual Nov-19	Actual Dec-19	Actual Jan-20	Proj Feb-20	Proj Mar-20	Proj Apr-20	Proj May-20	Proj Jun-20	FY TOTAL
<b>Ave. Daily Census</b>													
Acute Care	0.6	0.07	0.3	0.3	0.1	0.4	0.3	0.4	0.3	0.2	0.6	0.70	0.35
Swing	0.0	0.00	0.0	1.9	0.2	1.7	2.1	0.0	0.0	0.0	0.0	2.50	0.71
SNF	28.0	25.15	25.8	26.0	27.8	29.6	31.5	26.3	23.3	24.6	28.0	27.00	27.08
<b>Beginning Balance</b>	527,701	353,566	272,290	70,724	152,997	231,029	342,634	601,870	313,944	354,241	317,986	382,686	527,701
<b>Cash Receipts</b>													
Medicare	56,215	253,261	152,526	92,891	378,001	716,150	473,742	244,917	346,454	91,878	142,227	151,320	3,099,582
Medi-Cal	214,777	204,069	161,051	199,454	155,454	151,642	151,014	141,402	209,365	188,737	142,852	112,243	2,032,059
Insurance	168,229	81,226	143,494	183,434	48,483	82,610	48,219	52,342	72,048	67,077	47,861	94,121	1,100,147
Bad Debt Recovery	2,249	4,208	9,599	0	88,095	66,201	97,054	38,069	38,069	21,077	77,557	14,231	476,418
Credit Card Payments	9,283	6,561	18,803	40,844	14,024	19,292	13,750	8,654	54,587	15,026	0	5,121	206,935
Private Pay	28,226	21,452	20,029	21,130	41,675	30,307	49,636	31,427	60,796	25,172	28,426	36,240	386,516
Rebates & Refunds/Taxes/IGT	0	259,615	0	114,215	0	0	415,385	0	0	335,531	1,166,858	75,000	2,366,704
Miscellaneous Cash	16,049	893	1,080	26,016	14,111	10,411	14,283	51,851	56,114	24,873	60,811	31,258	307,739
Unapplied/Withholds	-67,668	-247,850	-148,510	-71,529	0	0	0	3,456	0	0	0	55,581	(476,520)
<b>Total Cash Received</b>	427,360	683,415	358,072	606,456	739,842	1,096,614	1,264,084	582,116	837,433	769,371	1,667,702	575,115	9,507,579
<b>Salaries</b>	402,890	400,736	433,237	440,000	435,000	739,288	460,000	426,627	431,538	410,000	426,400	441,000	5,446,514
Professional Fees	176,911	121,821	123,186	74,908	112,597	188,021	103,155	121,857	73,832	72,053	102,031	99,981	1,370,255
Supplies	21,873	11,766	10,629	2,836	20,128	44,111	29,837	111,859	38,426	18,696	16,146	54,200	380,507
Other/Purch Serv/Contract Labor	0	0	92,585	106,439	93,985	13,591	143,257	209,899	253,341	303,467	652,595	36,516	1,905,674
Inyo County Treas. Repay/Medsphere	0	130,369	0	0	0	0	268,599	0	0	1,410	142,776	82,000	625,173
IGT Matching	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL EXPENSE</b>	601,474	664,711	659,638	624,183	661,810	985,009	1,004,848	870,042	797,137	805,626	1,353,002	713,697	9,728,123
<b>Return of Medicare/Cal Overpmt. Investment Account (LAF)*</b>	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	-100,000	-100,000	0	0	0	0	0	0	250,000	0	50,000
	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Payments</b>	601,474	664,711	559,638	524,183	661,810	985,009	1,004,848	870,042	797,137	805,626	1,603,002	713,697	9,778,123
	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Cash Over/(Under)</b>	353,566	272,290	70,724	152,997	231,029	342,634	601,870	313,944	354,241	317,986	382,686	244,104	244,104
<b>Property Tax Fund</b>	0	7,724	7,724	2,776	0	0	10,673	0	0	0	0	0	0
Business Reserve	7,724	(4,948)	0	7,351	7,709	7,659	7,747	7,747	7,613	7,613	7,613	7,613	7,613
<b>Payroll Reserve</b>	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	-
<b>Net Cash Balance</b>	361,310	275,066	78,448	253,828	238,738	350,293	654,571	321,692	361,854	325,599	380,299	251,717	251,717

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Southern Inyo Healthcare District  
Operational Cash Flow Actual w/Projections  
Budget FY 2020

	Proj Jul-19	Proj Aug-19	Proj Sep-19	Proj Oct-19	Proj Nov-19	Proj Dec-19	Proj Jan-20	Proj Feb-20	Proj Mar-20	Proj Apr-20	Proj May-20	Proj Jun-20	FY TOTAL
<b>Ave. Daily Census</b>													
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	26.5	26.3	26.3	23.3	24.6	28.0	27.00	25.05
<b>Beginning Balance</b>	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
<b>Cash Receipts</b>													
Medicare	55,305	511,028	161,975	201,526	270,827	380,334	182,702	244,917	346,454	91,876	142,227	151,320	2,740,492
Medi-Cal	176,834	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	253,633	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	38,069	38,069	21,077	77,567	14,231	453,282
Credit Card Payments	3,947	10,789	19,884	18,889	14,913	8,597	3,617	8,654	54,587	15,026	0	5,123	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	688	0	0	0	0	0	3,456	0	0	0	55,581	143,125
<b>Total Cash Received</b>	840,522	802,122	674,547	585,265	695,159	724,791	1,300,168	582,116	837,433	769,371	1,667,702	575,115	10,055,310
<b>Salaries</b>	409,286	426,589	416,136	479,093	451,000	519,984	434,197	426,627	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	46,066	49,428	34,143	46,762	43,859	53,897	111,859	38,426	18,696	16,146	54,200	553,156
Other/Purch Serv/Contract Labor	232,133	167,595	130,476	110,696	192,063	14,135	159,899	209,899	253,341	303,467	652,595	36,516	2,462,814
Inyo County Treas Repty/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>	1,152,220	728,514	714,507	727,022	825,337	725,347	1,163,285	870,042	797,137	805,626	1,353,002	713,697	10,562,681
Return of Medicare/Cal Overpmt Investment Account (LAF)	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	250,000	0	250,000
	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Payments</b>	1,152,220	728,514	714,507	727,022	825,337	725,347	1,163,285	870,042	797,137	805,626	1,603,002	713,697	10,812,681
<b>Cash Over/(Under)</b>	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)
<b>Operating Reserve</b>	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
<b>Med Overpmt./IGT/Grants</b>	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>	99,745	173,354	133,394	(7,353)	(137,541)	(138,097)	(1,214)	(289,139)	(248,843)	(285,098)	(220,397)	(358,980)	(358,980)

**B. CEO Report**

Peter Spiers, CEO reviewed the PowerPoint presentation.  
2020 SIHD- We built a foundation to move forward. We have obstacles to overcome. Not with bankruptcy, that's on its own track. Peter will discuss the hospitals operations and all that needs to take place to operate a hospital. We want to grow business.

Peter Spiers has a plan for this report to be simple which will have key performance indicators.

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# CEO Report

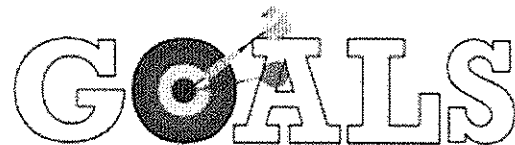


## January 2020 Report: *The New SIH*

### I. Goals for Today's Report



- 1. Hospital Operations*
- 2. Strategic Initiatives /Update*
- 3. Performance Report Card Development*



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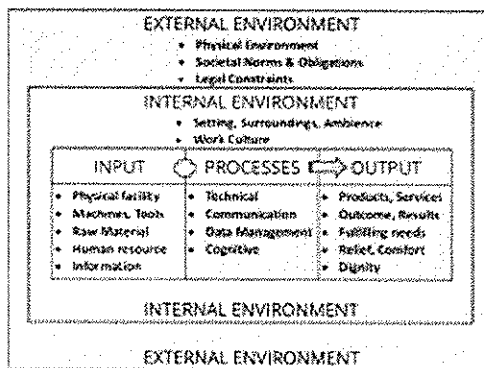
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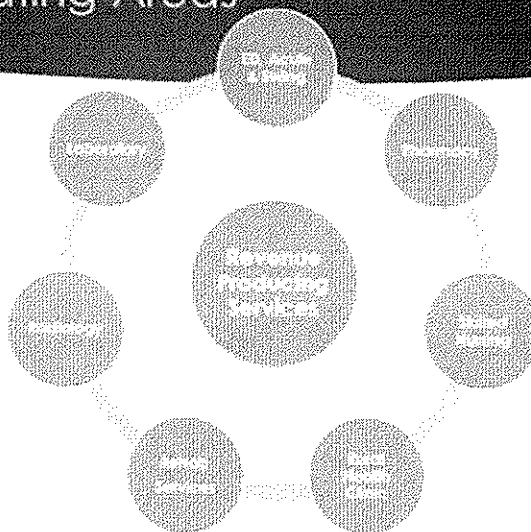
Mark Lacey  
Director

# SIHD Hospital Operations: A Primer

1. Strategic Initiatives and Objectives
2. Licensed health services delivery system (CAH)
3. Regulatory compliance (State/Federal)
4. Information Technology
5. Departmental work force activities/dynamics
6. Facilities Maintenance/Purchasing/EVS
7. Financial Services
8. Marketing/Public Relations/Business Development
9. Administrative Services



## Key Operating Areas



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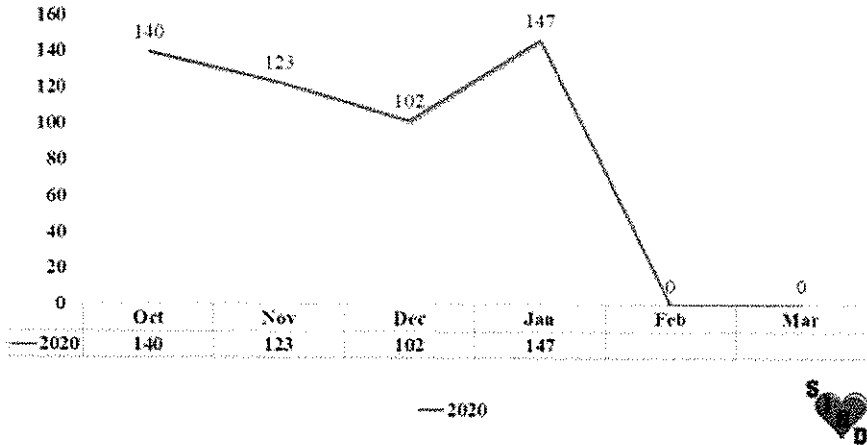
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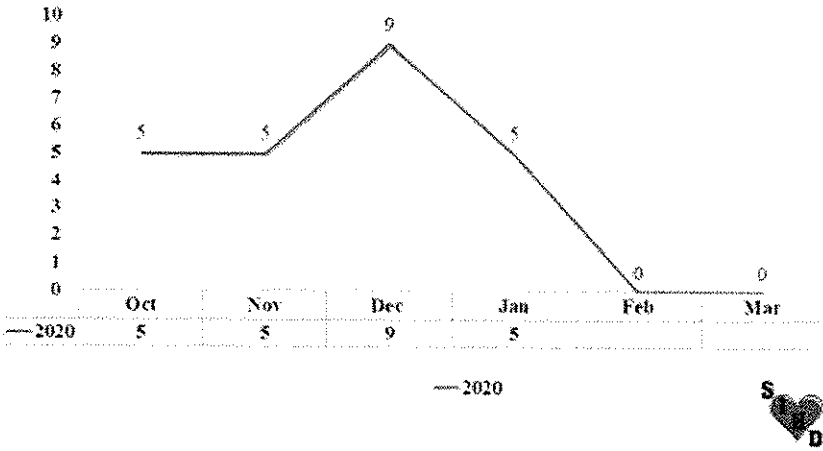
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### Emergency Room Volume - Visits Per Month



### Acute & Swing Room - Patients Per Month



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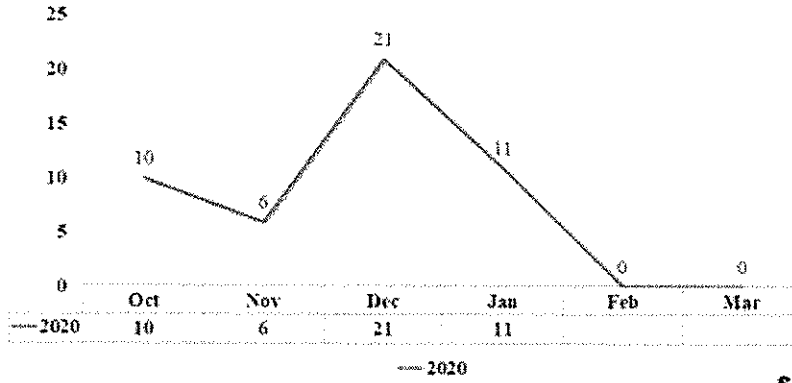
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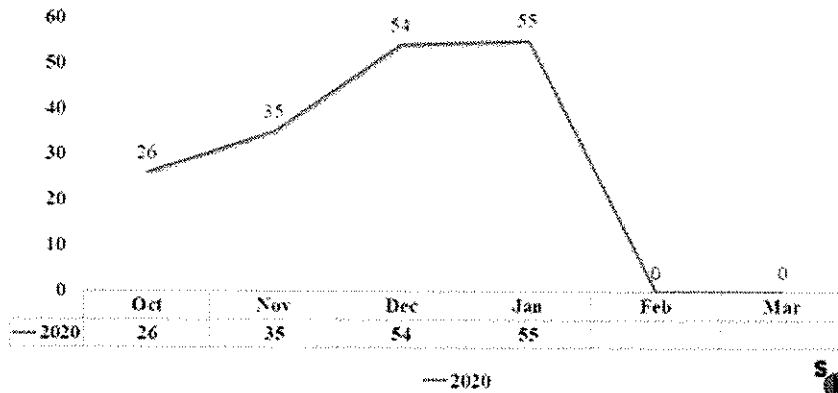
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### Acute Room -- Total Days in Acute



8

### Swing Bed Room -- Total Days in Swing Bed



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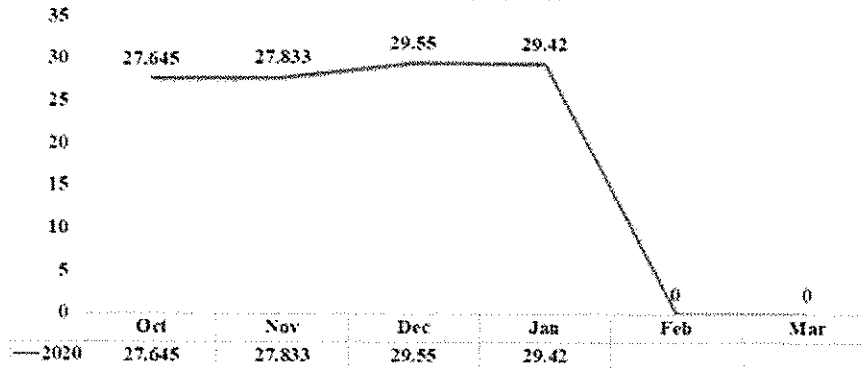
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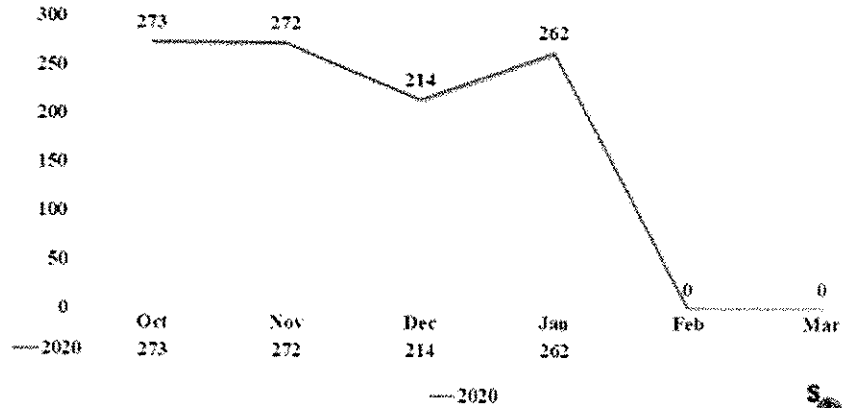
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### Skilled Nursing Facility Volumes – Monthly Census



### SIHD Rural Clinic Volumes – Visits Per Month



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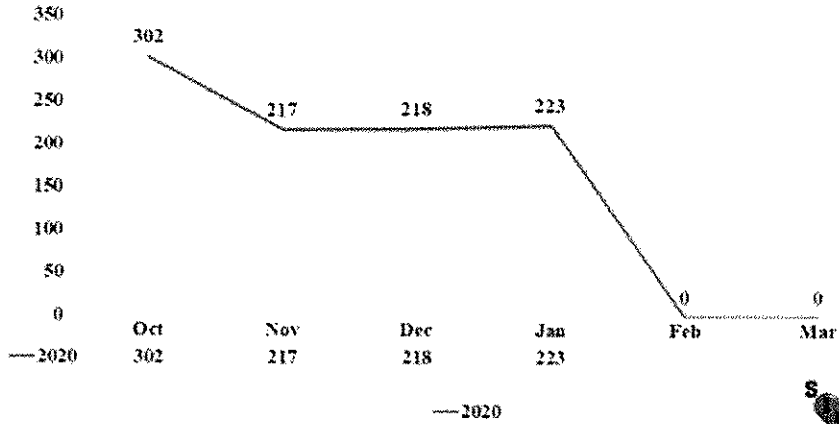
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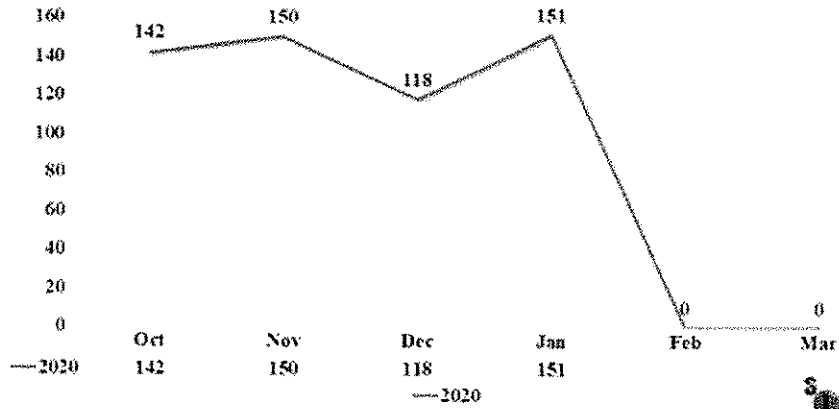
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### Rehab Services Volumes



### X Ray Volumes – Visits-Exams Per Month



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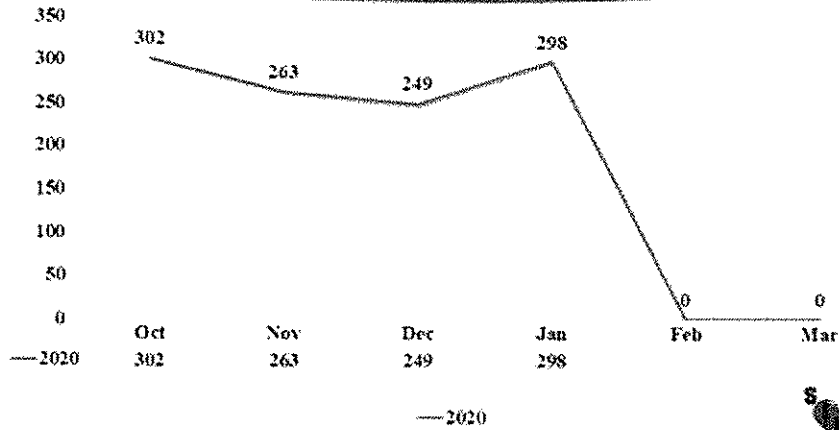
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### Laboratory Volumes



### Volumes to Budget

JANUARY 2020

<u>PT DAYS</u>	<u>TOTAL</u>	<u>MTD/PD AVERAGE</u>	<u>MTD/PD BUDGET</u>
ACUTE	8	.26	1.00
SWING	62	*2.00	1.00
*CBS	0	0.00	0.00
SNF	912	*29.42	25.00
<u>TOTAL</u>	975	*31.45	26.20
<u>OP VISITS</u>			
ER	145	4.68	5.00
RHC FNP	83	2.68	13.00
RHC LIC THERAPIST	43	1.39	13.00
RHC NURSING/PHYSICIAN	101	3.26	13.00
<u>ANC TOTAL</u>	329	10.61	13.00

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## 2020: All growth, all the time...

### Sweet Spot for SIHD...

*"Right amount of volume, right type of care, in the right place, generating maximum allowable revenue per patient"...*

## I. 2020 Key Areas of Priority Focus

1. **Acute volumes:** 2 patients/per day (60 patient days/month) a 50 % increase-expanded licensed Acute care beds by 2 to 4 a % increase(Q3-4)
2. **Swing Beds:** 2 patients/day (60 patient days/per month)
3. **Rehabilitation Services:** 20 patient visits/per day or 400/month= 30 % increase)
4. **Clinic:** 20 patient visits per day or 400/month (= 28% increase)
5. **Radiology/New Imaging Services:** 10 patients/day or 200/month(= 20% % increase)
6. **Exploring Lab volume increase** through new testing opportunities

*... "If you're not growing you're dying" ...Peter F. Drucker*

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# 2020 Strategic Plan Updates

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## 1. NIHD/SIHD/Toiyabe Initial Integration Initiatives:

1. Toiyabe Lone Pine Clinic referring patients for Lab, Radiology, Emergent Care, Rehabilitation Services, Speech Pathology to SIHD (and Occupational therapy when position is filled at SIHD)
2. Pioneer Home Healthcare finalizing hospice palliative care, acute care, physical therapy and speech therapy provider services agreement.
3. NIHD/SIHD in final stage of executing a specialty physician services agreement pediatrics, orthopedics, cardiology, etc. Planning new SIH hospitalist role for Dr. Flanigan over acute care unit
4. Cyber-security expert shared services agreement between NIHD/SIHD/Toiyabe in process.
5. IT EMR Review ongoing at NIHD for possible sub-contracting with SIHD when purchased.
6. Grant submission for new Cardiac ultrasound machine (40k)
7. Entering into due diligence review for a shared mobile health clinic sponsored by MHS grant
8. Merchant-McIntyre grant submission to include NIHD for rural health cooperative planning (350k)
9. Merchant McIntyre grant submission for Behavior Health/Opioid Prevention/Treatment (1.5m)

# SIH Performance Report: Developing KPI's

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## KPI's/SLA's measured in the IT Department January, 2020

### SLA's (Service Level Agreements)

- Call Abandonment: SLA's set at 85%
- First Call Resolution (FCR): SLA's set at 85%
- Average Speed to Answer: SLA's set at 85%
- End User Satisfaction (CSAT) set at 4
- Initial Response Time (Application Support only - CoreNet): SLA's 24 hours

### Measure of Success (MOS): Key Performance Indicators (KPI's)

- Call Abandonment: Month of January: 7.23% we have met the goal
- First Call Resolution (FCR): Month of January: 52.88% we have not met the goal  
we continue to work on this goal to ensure we meet the goal
- Average Speed to Answer: Month of January: 73.49% we have not met the goal  
we will be working on this goal to ensure we meet the goal
- End User Satisfaction: Month of January: [2 surveys - Score of 5] we have met the goal
- Initial Response Time: Month of January: 40:02 hours we have not met the goal  
we will be working on this goal to ensure we meet the goal

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Jaqueline Hickman  
President

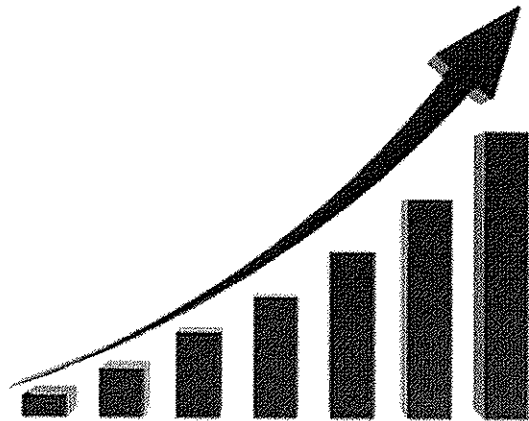
Charles Carson  
Vice President

Carma Roper  
Secretary

Bruce Branson  
Treasurer

Mark Lacey  
Director

# 2020: All Growth...All Time



SIHD needs to expand the swing and acute care. We would like 2 more beds. We are going for a 5 star skilled nursing facility.

Rehab- We are trying to stop registry but may need to hire again. We have 26 patients waiting on evaluations. Will need to spend some money on rehab.

Lab- Peter wants to work with Dr. Wasef and George Lahey. Other lines of laboratory services that we can do.

ER & Acute- Some of our ER physicians need in-services on what kind of patient can be placed in observation. The plan is to have a physician who is trained in critical care be available to our ER physicians for consults for admin to acute.

Clinic-Dr. Flanigan is seeing patients this week at the clinic. Dr. Farrar is at the clinic. Dr. Phillips will working at the clinic. We may need to recruit for another physician.

Peter Spiers is training the managers. He is expecting that operating will be approved. The cost structure is important. We need a margin.

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

Dr. Ostrom is the new Chief of Staff. Peter would like to re-tool the role. Peter will get with Attorney Nave in regards to an agreement. Peter will do some training with Dr. Ostrom. Dr. Ostrom will need to have a work product to help achieve things.

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Dr. Ostrom has an agreement to be the Radiology medical director. He has received requirements for regulatory things.

The Chief of Staff is a very influential position. We need to have him in line with our strategic plan. Dr. Farrer is still the skilled nursing medical director. Dr. Silver is the medical director for the Clinic. The Medical Staff will be electing a Vice Chief of Staff.

The Board of Director request a quarterly med staff report. This cannot be a casual effort. Peter will work on having a true medical staff process. Peter stated Ostrom wants to step into more of a leadership role with Med Staff. He can call-in. Medical Staff needs to know what structure is needed for the Medical Staff report.

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

None.

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

Secretary Roper would like to welcome Raychel Hosch to SIHD.

Director Lacey stated to keep up the good work.

President Hickman stated that there are only 2 members of the public in the room but it is positive to see dept. heads come to the meeting so we can all get the same info at the same time. It enhances the feeling of team work. We miss Earl Wilson. Thank you to Teresa McFarland for her services, attention to patients, acknowledgement and participation.

All the team work is beyond just paid staff. We have the SIH Salvation. This is heart month and there is a push for all staff for the schools to have CPR training. Diane Lemke, RN has agreed to do training for teaching staff in Owens Valley and Lone Pine School district on Feb 29<sup>th</sup>. The Salvation stepped in, formed a team and contacted Health and Human Services. HHS gave \$500 towards the effort for books. There will an enchilada sale on Feb 27<sup>th</sup>. There will be a spaghetti sale on the 29<sup>th</sup>. Also there is a candy sale. All sales will go to the CPR training.

**VI. CLOSED SESSION**

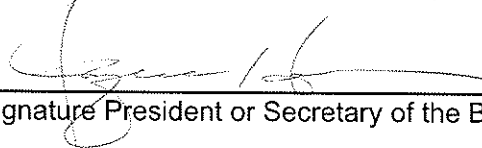
**A.** Existing Litigation (Govt Code 54956.9): Chapter 9 Bankruptcy

**VII. CLOSED SESSION REPORT**

The Board of Directors and legal counsel discussed the existing litigation. No other items discussed.

**VIII. ADJOURNMENT**

The open session adjourned at 6:15 p.m. Closed session will begin at 6:30 pm.

  
\_\_\_\_\_  
Signature President or Secretary of the Board

  
\_\_\_\_\_  
Date

February 11, 2020 Regular Board Minutes

**Board of Directors:**

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