

SOUTHERN INYO HEALTHCARE DISTRICT

Regular Meeting of the Board of Directors Minutes

Date: Tuesday, October 13, 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 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

Minutes

PRESENT (via phone)

Jaque Hickman, President
Charles Carson, Vice President (at 4:37 p.m.)
Carma Roper, Secretary
Bruce Branson, Treasurer

ABSENT

Mark Lacey

OTHERS

Peter Spiers, CEO
Chester Beedle, Financial Consultant (via phone)
Anita Sonke, Controller
Maritza Perkins, Executive Assistant
Scott Nave, Legal Counsel (via phone)
Fred Hawkins, Ridgecrest Regional (via phone)

I. CALL TO ORDER

The meeting was called to order at 4:32 p.m.

Treasurer Branson moved to approve the October 13, 2020 regular meeting agenda. Secretary Roper seconded.

Board of Directors:

Jaqueline Hickman
President

Charles Carson
Vice President

Carma Roper
Secretary

Bruce Branson
Treasurer

Mark Lacey
Director

Roll Call-

Carma Roper "AYE"
Bruce Branson "AYE"
Jaque Hickman "AYE"

II. BUSINESS ITEMS

A. 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 07/07/2020
- b. Special Board Minutes 08/07/2020
- c. Regular Board Minutes 08/11/2020
- d. Special Board Minutes 08/23/2020
- e. Regular Board Minutes 09/08/2020
- f. Special Board Minutes 09/09/2020

2. Approval of Policies and Procedures

- a. Covid-19 Mitigation Plan

ACTION: Treasurer Branson moved to approve the consent agenda which includes Approval of Minutes (07/07/2020, 08/07/2020, 08/11/2020, 08/23/2020, 09/08/2020 and 09/09/2020) and Approval of Policies and Procedures- Covid-19 Mitigation Plan. Secretary Roper seconded.

Roll Call-

Bruce Brandon "AYE"
Carma Roper "AYE"
Jaque Hickman "AYE"

B. ER Physician Agreement- Michael Blue, MD

ACTION: Treasurer Branson moved to approve the ER Physician Agreement with Michael Blue, MD. Secretary Roper seconded.

Roll Call-

Bruce Branson "AYE"
Carma Roper "AYE"
Jaqueline Hickman "AYE"

Vice President Carson joined the 10/13/2020 Regular Board meeting at 4:37 p.m.

Board of Directors:

Jaqueline Hickman
President

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Vice President

Carma Roper
Secretary

Bruce Branson
Treasurer

Mark Lacey
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C. Approval of Form of Hospitalist Services Contract

Peter Spiers, CEO gave a brief explanation for the need of the Hospitalist Services Contract. Mr. Spiers stated that this is for the Acute/Swing beds. Historically, SIHD did not have anyone that was trained or willing to review acute/swing bed patients. The term hospitalist means that this position is trained in taking care of in-patients and acute ill patients. With the departure of Dr. Flanigan (who was fulfilling the hospitalist role), SIHD will have the ED physicians who are board certified in internal medicine and who have an interest, background or training to fill the slots on the rotation in taking care of in-patients.

This is an important part of what SIHD's does as a healthcare provider. Dr. Flanigan and Peter Spiers completed a procedural manual. In summary, we need to be able to place patients, watch and care for in-patients. This provides that opportunity.

There is a separate fee for the physicians filling in this role. This hospitalist contract will be a net positive case for the hospital.

Memo from Legal Counsel-

Purpose: The Hospital desires to hire physicians to serve as hospitalists for patients admitted to acute care. A growing trend across the country is to have ED physicians fill the hospitalist role while they are working in the ED. To that end, staff has drafted a template to be used as an amendment to a contract with an ED physician for the provision of hospitalist services. The template incorporates a majority of the ED contract, except for compensation and scope of services. The scope of services is included as an exhibit to the hospitalist amendment. Compensation will be based on the fair market value of physician services as a hospitalist.

Impacts:

Fiscal: The Hospital will pay a blended rate for on-call and patient visit services. This rate may differ between physicians based on factors such as experience and when the amendment is made.

Regulatory: There are no regulations specific to this type of contract.

Environmental: Env. study ~~Yes~~/ No. This is not a project under CEQA guidelines

Legal Review: Reviewed by counsel ~~Yes~~ / No. Issues: None other than what is discussed herein.

Recommended Action:

Staff recommends the following motion: The hospitalist services agreement template is approved, and the CEO is authorized to finalize and execute the agreement with individual physicians, as needed.

Board of Directors:

Jaqueline Hickman
President

Charles Carson
Vice President

Carma Roper
Secretary

Bruce Branson
Treasurer

Mark Lacey
Director

ACTION: Secretary Roper moved to approve the Form of Hospitalist Services Contract. Treasurer Branson seconded.

Roll Call-

Charles Carson "AYE"
Carma Roper "AYE"
Bruce Branson "AYE"
Jaque Hickman "AYE"

III. REPORTS

A. Financial Report

Chet Beedle, Financial Consultant reviewed the July 2020 financials.
(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.)

Covid-19 Report-

Secretary Roper stated that she is impressed with the proactive approach. She thanked Peter Spiers and the staff.

The Covid-19 Rapid Response Team includes the following:

Peter Spiers, CEO
Michael Floyd, CNO
Tambria Kalenowski, ADON
Jeff Sheffield, Director of Facilities
Parul Patel, Lab Manager
Daniel Smith, Purchasing Manager
Raychel Hosch, Rehab Director
Maritza Perkins, Executive Assistant

Other Hospital Report-

SIHD is renovating the hospital. An arborist inspected the hospital's trees. The Clinic landscaping will be worked on too. Signs will then go up. Wound care center is complete. We have an agreement with UC Davis. We will be able to use the UC Davis logo for telemedicine and wound care. The renovation of the rural health clinic will begin November 1st. SIHD is awaiting the news on the back building. Mr. Spiers will put together a plan on the back building and work with Jeff Sheffield. The hospital signs should be up November 1st.

Hospital roof-Vice President would like to do a walk through with Jeff Sheffield.

President Hickman stated that she appreciates and is grateful for Peter Spiers, for all the number of hours and worry spent on the Covid issue and still moving along with other hospital issues.

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C. Medical Staff (Quarterly)

The next Medical Staff report will be presented on the January 2021 Regular Board meeting. Maritza Perkins will be working with Leigh McLendon on setting the quarterly med staff schedule. At this time, the next med staff meeting will be in December. The Board of Directors will be included in the calendar invite.

D. Hospital Operations Update

The hospital operations was touched based on during the CEO report. The pharmacy in Lone Pine will be reopening. There will be a pharmacist in town.

President Hickman added a Public Service Announcement- It is Breast Cancer Awareness Month. SIHD purchased t-shirts and the cheerleaders at the high school purchased t-shirts and will be wearing them at the next Board of Supervisors meeting.

E. Employee of the Month- October

The SIHD Employee of the Month for the month of October 2020 is Sarah Wilson. MA at the Rural Health Clinic. Honoring Sarah and all other staff, there will be an Employee Appreciation Day October 14th at noon. Lunch will be provided. Food from Merry-Go-Round. SIHD will be practicing social distancing.

IV. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

President Hickman asked Fred Hawkins if he wanted to add anything. Mr. Hawkins stated that he enjoyed listening to the reports. He stated that it sounds like SIHD is moving into the right direction.

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

Vice President Carson commented on Peter Spiers and the staff. He stated he likes how we are handling Covid.

Treasurer Branson gave thanks to Peter Spiers. It is tough for the residents during this time. Peter Spiers spent some time with the residents.

Secretary Roper commented that she is impressed with the work ethics and efforts for caring for Southern Inyo community. She is proud to be a part of SIHD's Board.

President Hickman commented on the high school physicals and the issue on getting the physicals. Next year, SIHD's rural health clinic needs to set a day for the high school physicals and let the public know.

Revenue Bonds Notice to the Public-

SIHD needs to let the public know that we did not go for the general obligation bonds. SIHD went with revenue bonds. With the revenue bonds, SIHD will be using their own revenues to pay off the bankruptcy. The Special Parcel Tax is unrelated to the bankruptcy.

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Public Service Announcement on Covid to the community-

Peter Spiers has been working hard and is on daily conference calls so that SIHD can let the public know what is going on with the hospital.

VI. CLOSED SESSION

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

VII. CLOSED SESSION REPORT

In closed session, the Board and counsel discussed the chapter 9 bankruptcy. (5:51pm-6:42pm)

VIII. ADJOURNMENT

The meeting adjourned at 5:50 p.m.



President or Secretary of the Board



Date

10/13/2020 Regular Board Minutes

Board of Directors:

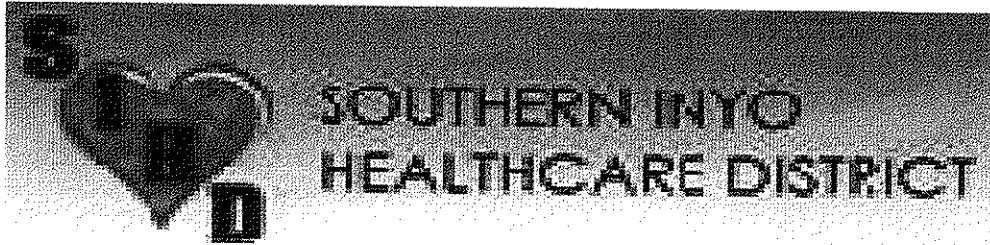
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Bruce Branson
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Unaudited Financial Statements

for

One Month Ended July 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

SOUTHERN INYO HEALTHCARE DISTRICT

EXECUTIVE FINANCIAL SUMMARY

One Month Ended July 31, 2020

BALANCE SHEET

	7/31/2020	6/30/2020
ASSETS		
Current Assets	\$6,714,740	\$5,604,119
Assets Whose Use is Limited	4,298,129	4,288,706
Property, Plant and Equipment (Net)	1,057,454	1,057,733
Other Assets	0	0
Total Unrestricted Assets	12,070,322	10,950,559
Restricted Assets	0	0
Total Assets	\$12,070,322	\$10,950,559
LIABILITIES AND NET ASSETS		
Current Liabilities	\$5,111,199	\$5,145,750
Long-Term Debt	18,117	18,117
Other Long-Term Liabilities	6,912,705	5,775,708
Total Liabilities	12,042,021	10,939,575
Net Assets	28,301	10,984
Total Liabilities and Net Assets	\$12,070,322	\$10,950,559

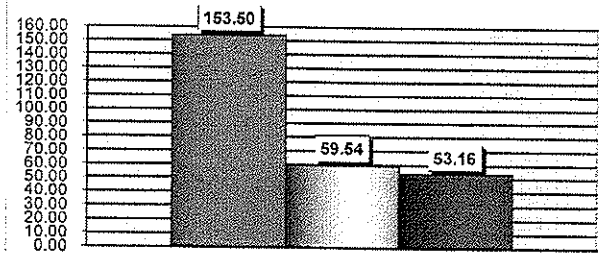
STATEMENT OF REVENUE AND EXPENSES - YTD

	ACTUAL	BUDGET
Revenue:		
Gross Patient Revenues	\$1,258,406	\$1,217,093
Deductions From Revenue	(435,358)	(335,431)
Net Patient Revenues	823,048	881,662
Other Operating Revenue	6,487	6,714
Total Operating Revenues	829,535	888,376
Expenses:		
Salaries, Benefits & Contract Labor	591,170	631,779
Purchased Services & Physician Fees	142,764	113,313
Supply Expenses	47,386	38,229
Other Operating Expenses	77,430	146,093
Bad Debt Expense	0	0
Depreciation & Interest Expense	279	279
Total Expenses	859,029	929,694
NET OPERATING SURPLUS	(29,494)	(41,318)
Non-Operating Revenue/(Expenses)	43,750	44,379
TOTAL NET SURPLUS	\$14,256	\$3,061

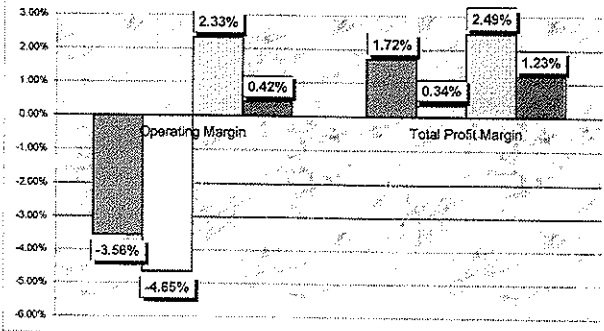
KEY STATISTICS AND RATIOS - YTD

	ACTUAL	BUDGET
Total Acute Patient Days	7	8
Average Acute Length of Stay	3.5	2.7
Total Emergency Room Visits	134	156
Outpatient Visits	299	355
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	-6.13%	-6.93%
Current Ratio	1.31	
Days Expense in Accounts Payable	284.26	

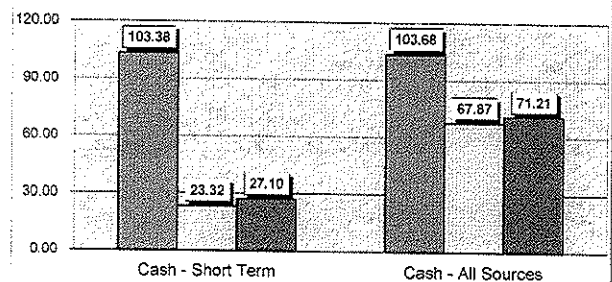
NET DAYS IN ACCOUNTS RECEIVABLE



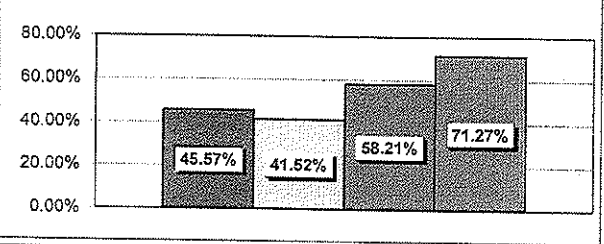
HOSPITAL MARGINS



DAYS CASH ON HAND



SALARY AND BENEFIT EXPENSE AS A PERCENTAGE OF NET REVENUE



SOUTHERN INYO HEALTHCARE DISTRICT	
<input type="checkbox"/> Budget	07/31/20
<input type="checkbox"/> California	Hospitals
<input checked="" type="checkbox"/> CAH Hospitals	Rural
<input checked="" type="checkbox"/> Prior Fiscal Year End	06/30/20
FINANCIAL STRENGTH INDEX - 0.18	
Excellent - Greater than 3.0	Good - 3.0 to 0.0
Fair - 0.0 to (2.0)	Poor - Less than (2.0)

Balance Sheet - Liabilities and Net Assets

SOUTHERN INYO HEALTHCARE DISTRICT

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LONE PINE, CALIFORNIA

One Month Ended July 31, 2020

	LIABILITIES AND FUND BALANCE				
	Current Month 7/31/2020	Prior Month 6/30/2020	Positive/ (Negative) Variance	Percentage Variance	Prior Year End 6/30/2020
Current Liabilities					
Accounts Payable	\$4,771,859	\$4,838,437	\$66,578	1.38%	4,838,437
Notes and Loans Payable	2,814	2,814	0	0.00%	2,814
Accrued Payroll	53,571	32,629	(20,942)	-64.18%	31,374
Accrued Payroll Taxes	41,518	36,708	(4,810)	-13.10%	35,296
Accrued Benefits	3,608	1,780	(1,828)	-102.74%	0
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	187,000	187,000	0	0.00%	187,000
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	47,222	47,222	0	0.00%	47,222
Total Current Liabilities	5,111,199	5,150,197	38,998	0.76%	5,145,750
Long Term Debt					
Bonds/Mortgages Payable	0	0	0	0.00%	0
Leases/Notes Payable	21,724	21,724	0	0.00%	21,724
Less: Current Portion Of Long Term Debt	3,607	3,607	0	0.00%	3,607
Total Long Term Debt (Net of Current)	18,117	18,117	0	0.00%	18,117
Other Long Term Liabilities					
Deferred Revenue	0	0	0	0.00%	0
Accrued Pension Expense (Net of Current)	0	0	0	0.00%	0
Other	6,912,705	5,767,112	(1,145,593)	-19.86%	5,775,708
Total Other Long Term Liabilities	6,912,705	5,767,112	(1,145,593)	-19.86%	5,775,708
TOTAL LIABILITIES	12,042,021	10,935,425	(1,106,595)	-10.12%	10,939,575
Net Assets:					
Unrestricted Fund Balance	14,045	10,984	(3,061)	-27.87%	0
Inter-Departmental Transfer (DSH)	0	0	0	0.00%	0
Restricted Fund Balance	0	0	0	0.00%	0
Net Revenue/(Expenses)	14,256	3,061	(11,195)	-365.74%	10,984
TOTAL NET ASSETS	28,301	14,045	(14,256)	-101.51%	10,984
TOTAL LIABILITIES AND NET ASSETS	\$12,070,322	\$10,949,470	(\$1,120,852)	-10.24%	\$10,950,559

Statement of Revenue and Expense
SOUTHERN INYO HEALTHCARE DISTRICT
LONE PINE, CALIFORNIA
One Month Ended July 31, 2020

	YEAR-TO-DATE				
	Actual 07/31/20	Budget 07/31/20	Positive (Negative) Variance	Percentage Variance	Prior Year 07/31/19
Gross Patient Revenue					
Inpatient Revenue	\$145,131	\$47,501	\$97,631	205.54%	\$45,894
Clinic Revenue	50,474	83,506	(33,032)	-39.56%	80,682
Outpatient Revenue	602,595	670,134	(67,539)	-10.08%	647,473
Long Term Care Revenue	460,206	415,952	44,254	10.64%	401,886
Other/SNF Ancillary Services	0	0	0	0.00%	0
Total Gross Patient Revenue	<u>1,258,406</u>	<u>1,217,093</u>	<u>41,314</u>	<u>3.39%</u>	<u>1,175,935</u>
Deductions From Revenue					
Discounts and Allowances	(390,106)	(309,672)	(80,234)	-25.89%	(364,540)
Bad Debt Expense (Governmental Providers Only)	(37,752)	(24,342)	(13,410)	-55.09%	(35,278)
Settlements/Other	(7,500)	0	(7,500)	0.00%	(7,500)
Charity Care	0	(1,217)	1,217	100.00%	0
Total Deductions From Revenue	<u>(435,358)</u>	<u>(335,431)</u>	<u>(99,927)</u>	<u>-29.79%</u>	<u>(407,318)</u>
Deductions as % of Gross Revenue	-34.6%	-27.6%			-34.6%
Net Patient Revenue	<u>823,048</u>	<u>881,662</u>	<u>(58,614)</u>	<u>-6.65%</u>	<u>768,617</u>
Other Operating Revenue	6,487	6,714	(227)	-3.38%	6,487
Total Operating Revenue	<u>829,535</u>	<u>888,376</u>	<u>(58,841)</u>	<u>-6.62%</u>	<u>775,104</u>
Operating Expenses				Exp %/Net Rev	
Salaries and Wages	553,571	489,441	(64,130)	55.1%	470,616
Fringe Benefits	18,389	122,360	103,972	13.8%	31,068
Contract Labor	19,210	19,978	768	2.2%	19,210
Physicians Fees	141,418	108,989	(32,429)	12.3%	104,797
Purchased Services	1,346	4,325	2,979	0.5%	4,158
Supply Expense	47,386	38,229	(9,157)	4.3%	37,115
Utilities	7,187	24,927	17,740	2.8%	23,740
Repairs and Maintenance	26,505	3,231	(23,274)	0.4%	3,107
Insurance Expense	45,992	25,259	(20,733)	2.8%	24,056
All Other Operating Expenses	(5,378)	87,329	92,707	9.8%	84,375
Bad Debt Expense (Non-Governmental Providers)	0	0	0	0.0%	0
Leases and Rentals	3,125	5,348	2,223	0.6%	5,348
Depreciation and Amortization	279	279	0	0.0%	279
Interest Expense (Non-Governmental Providers)	0	0	0	0.0%	0
Total Operating Expenses	<u>859,029</u>	<u>929,694</u>	<u>70,665</u>	<u>104.7%</u>	<u>807,870</u>
Net Operating Surplus/(Loss)	<u>(29,494)</u>	<u>(41,318)</u>	<u>11,824</u>	<u>-28.62%</u>	<u>(32,766)</u>
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%	56,327
Interest Expense (Governmental Providers Only)	(21,624)	(20,543)	(1,081)	5.26%	(21,624)
Other Non-Operating Revenue/(Expenses)	9,048	8,595	452	5.26%	9,048
Total Non Operating Revenue/(Expense)	<u>43,750</u>	<u>44,379</u>	<u>(629)</u>	<u>-1.42%</u>	<u>43,750</u>
Total Net Surplus/(Loss)	<u>\$14,256</u>	<u>\$3,061</u>	<u>\$11,195</u>	<u>365.74%</u>	<u>\$10,984</u>
Operating Margin	-3.56%	-4.65%			-4.23%
Total Profit Margin	1.72%	0.34%			1.42%
EBITDA	-6.13%	-6.93%			-6.98%
Cash Flow Margin	4.36%	2.69%			4.24%

Actual 12/31/2019	Actual 1/31/2020	Actual 2/28/2020	Actual 3/30/2020	Actual 4/30/2019	Actual 5/31/2020	Actual 6/30/2020	Actual 6/30/2019
\$60,004	\$129,526	\$75,624	\$203,185	\$142,054	\$36,939	\$128,609	\$81,612
\$69,551	74,545	57,023	57,466	63,191	70,205	66,579	65,872
557,427	566,579	601,661	611,441	439,460	611,829	589,892	556,244
\$339,540	468,211	288,508	326,506	404,258	363,234	438,407	397,365
0	0	0	0	0	0	26,275	0
1,026,522	1,238,861	1,022,816	1,198,598	1,048,963	1,082,207	1,249,762	1,101,093
(\$338,752)	(408,824)	(286,388)	(335,608)	(293,709)	(303,018)	(349,934)	(308,306)
(\$30,796)	(37,166)	(30,684)	(35,958)	(31,469)	(32,466)	(37,493)	(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)	(332,678)	(342,984)	(394,927)	(348,839)
649,474	785,371	698,244	819,532	716,285	739,223	854,835	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	722,772	745,710	861,322	758,741
\$442,857	509,286	517,857	573,342	535,718	517,285	535,714	443,211
\$110,714	127,321	129,464	143,335	37,409	129,321	28,851	110,803
\$24,680	25,400	26,450	26,963	37,825	30,875	40,903	18,625
\$99,691	104,951	132,280	139,754	153,239	143,591	154,970	156,258
\$34,670	22,109	28,086	47,694	33,891	6,382	80,364	21,837
\$9,294	14,547	9,203	79,546	65,863	23,737	70,285	21,218
\$22,852	16,057	11,114	25,493	11,268	16,626	13,880	20,910
\$2,990	20,048	4,874	4,611	25,268	3,064	2,092	(28,516)
\$26,692	31,121	21,816	44,730	17,316	17,316	6,550	13,463
\$10,495	8,900	10,250	27,890	18,064	57,293	133,012	50,000
\$0	0	0	0	0	0	0	0
\$4,135	3,397	2,750	4,050	8,213	4,600	5,200	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	944,353	950,369	1,072,100	873,964
(133,388)	(91,558)	(189,692)	(291,668)	(221,581)	(204,659)	(210,778)	(115,223)
0	\$0	\$0	0	\$0	0	0	\$0
\$0	0	0	0	0	0	0	0
\$56,327	56,327	56,327	55,070	55,070	55,070	55,070	55,070
(\$21,624)	(21,624)	(21,624)	(21,624)	(21,624)	(21,624)	(21,624)	(21,624)
\$9,048	9,048	9,048	9,048	563,505	9,048	9,048	9,048
43,751	43,751	43,751	42,494	596,951	42,494	42,494	42,494
(\$89,637)	(\$47,807)	(\$145,941)	(\$249,174)	\$375,370	(\$162,165)	(\$168,284)	(\$72,729)
-20.33%	-11.56%	-26.92%	-35.31%	-30.66%	-27.44%	-24.47%	-15.19%
-13.66%	-6.04%	-20.71%	-30.17%	51.93%	-21.75%	-19.54%	-9.59%
-23.59%	-14.26%	-29.95%	-37.89%	-33.61%	-30.31%	-26.95%	-13.56%
-10.33%	-3.27%	-17.60%	-27.51%	54.97%	-18.81%	-16.99%	-2.26%

Key Financial Ratios

SOUTHERN INYO HEALTHCARE DISTRICT

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LONE PINE, CALIFORNIA

One Month Ended July 31, 2020

	Year to Date 7/31/2020	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)
Profitability:					
Operating Margin	-3.56%	-4.65%	-4.23%	2.33%	0.42%
Total Profit Margin	1.72%	0.34%	1.42%	2.49%	1.23%
Cash Flow Margin	1.75%	0.38%	1.45%	8.40%	5.91%
Contractual Allowance %	31.60%	25.56%	31.64%	50.62%	39.92%
Inpatient Gross Revenue as a % of Total	25.04%	30.27%	30.27%	38.85%	28.48%
Outpatient Gross Revenue as % of Total	43.87%	48.20%	48.20%	64.83%	74.43%
Average Daily Census Acute Care	0.45	0.37	0.35	5.57	3.22
Average Daily Census Swing Bed	1.35	0.00	0.00	0.37	1.52
Liquidity:					
Days of Cash on Hand, Short Term	103.38	62.19	71.58	23.32	27.10
Days Cash, All Sources	103.68	62.48	62.48	67.87	71.21
Net Days in Accounts Receivable	153.50	150.27	150.27	59.54	53.16
Average Payment Period	166.76	168.03	168.03	56.65	53.00
Current Ratio	1.31	1.09	1.09	2.31	1.12
Medicare Cost to charge ratio	59.08%	53.20%	53.20%	38.00%	47.00%
Capital Structure:					
Average Age of Plant (Annualized)	13.88	13.87	13.87	11.13	11.45
Capital Costs as a % of Total Expenses	2.49%	3.58%	3.58%	7.51%	5.30%
Long Term Debt to Equity	64.0%	-202.7%	-202.7%	53.99%	60.32%
Long Term Debt to Capitalization	39.0%	197.3%	197.3%	20.13%	29.00%
Debt Service Coverage Ratio	1.65	0.92	0.92	2.27	3.16
Medicare IN Patient Payer mix	11.53%	3.90%	3.90%	57.90%	73.01%
Medicare Out Patient Payer mix	47.89%	55.06%	55.06%	38.89%	37.90%
Productivity and Efficiency:					
Paid FTE's per Adjusted Occupied Bed	17.66	33.21	15.04	10.34	5.86
Total Net Revenue per FTE	\$8,119	\$37,092	\$37,092	\$117,848	\$77,243
Salary Expense per Paid FTE	\$63,503	\$50,287	\$50,287	\$59,647	\$50,845
Salary and Benefits as a % of Net Revenue	71.27%	58.21%	58.21%	41.52%	45.57%
Employee Benefits %	3.32%	24.57%	24.57%	41.29%	25.20%
Supply Expense Per Adj. Discharge - CMI A	\$9,667.65	\$499.95	\$499.95	\$2,476.27	\$1,050.00
FTE's Per Occupied Bed	9.44	4.97	4.97	5.31	5.80
	YTD - Actual 7/31/2020	YTD - Actual 7/31/2017	YTD - Actual 6/30/2018	YTD - Budget 7/31/2020	
Other Ratios:					
Gross Days in Accounts Receivable	248.08	671.65	671.65	60.00	
Net Revenue per Adjusted Discharge	\$15,125	\$9,886	\$9,886	\$11,557	
Operating Expenses per Adj. Discharge	\$15,765	\$14,668	\$14,668	\$12,095	

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

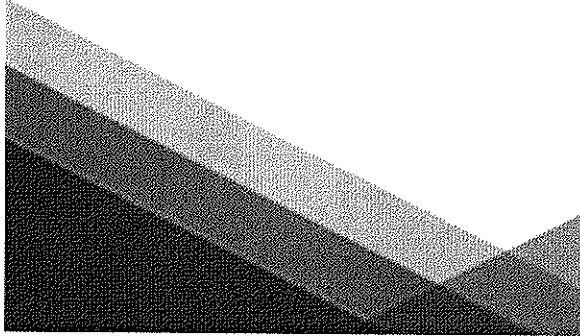
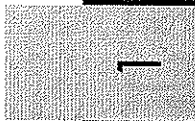
Note 2 - Per CAH Financial Indicators Report 2016 (U. of North Carolina)

Southern Inyo Healthcare District
Operational Cash Flow Projections
Budget FY 2021

	Jul-20	Aug-20	Sep-20	Oct-20	Nov-20	Dec-20	Jan-21	Feb-21	Mar-21	Apr-21	May-21	Jun-21	TOTAL
Ave. Daily Census													
Acute Care	0.6	0.07	0.3	0.3	0.1	0.4	0.3	0.1	0.5	0.6	0.6	0.70	0.37
Swing	0.0	0.00	0.0	1.9	0.2	1.7	2.1	1.2	1.8	1.4	0.0	2.50	1.07
SNF	28.0	25.15	25.8	28.0	27.8	29.6	31.5	30.3	29.7	29.0	28.0	27.00	28.31
Beginning Balance	527,701	255,511	73,802	168,161	56,634	391,521	471,467	623,929	466,044	867,559	1,178,009	992,709	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	142,227	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	2,042,084
Insurance	168,229	81,226	143,494	153,434	48,483	82,610	49,219	44,329	63,316	74,324	47,861	94,121	1,080,649
HMO/Bad Debt Recovery	2,249	4,208	9,599	0	88,095	86,201	97,054	78,628	105,955	60,609	77,567	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	169,323
Private Pay	28,226	21,452	20,029	21,130	41,675	30,307	49,636	25,600	34,970	22,934	29,426	36,240	361,625
Rebates & Refunds/Taxes/IGT	0	258,615	0	114,215	0	0	415,385	0	906,550	554,458	666,958	75,000	2,992,181
Miscellaneous Cash	16,049	883	1,080	26,016	14,215	10,411	14,283	28,608	63,057	20,957	60,811	31,258	287,523
Unapplied/Withholds	-67,668	-247,850	-148,510	-71,529	0	0	0	0	-139,059	-65,381	0	0	(684,416)
Total Cash Received	427,360	583,415	358,072	606,456	739,842	1,096,614	1,264,084	821,566	1,939,297	1,564,218	1,167,702	575,115	11,143,740
Salaries	500,000	500,736	533,237	540,000	535,000	768,857	560,000	526,627	520,000	538,571	776,400	541,000	6,840,429
Professional Fees	176,911	123,186	123,186	74,908	112,697	188,021	103,155	260,000	104,951	132,280	102,031	99,981	1,599,943
Supplies	22,639	12,177	11,001	2,935	20,833	45,655	30,881	64,024	15,056	29,451	41,146	54,200	349,998
Other/Purch Serv/Contract Labor	0	0	96,288	100,140	97,744	14,135	148,988	128,799	377,901	303,467	552,595	36,516	1,856,573
Inyo County Treas Repay	0	130,389	0	0	0	0	268,599	0	269,874	0	142,776	82,000	893,637
IGT Matching	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	1,287,781	1,003,769	1,353,002	813,697	11,540,580
Return of Medicare/Cal Overpmt	0	0	0	0	0	0	0	0	0	0	0	0	0
Investment Account (LAIF)*	0	0	-500,000	0	0	0	0	0	250,000	250,000	0	0	0
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
Cash Over/(Under)	255,511	73,802	168,161	56,634	30,202	471,467	623,929	466,044	867,559	1,178,009	992,709	754,127	754,127
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	7,613	7,613	7,613
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	263,235	76,578	175,885	157,465	37,911	479,128	676,630	473,994	1,320,932	1,189,868	1,000,322	761,740	761,740

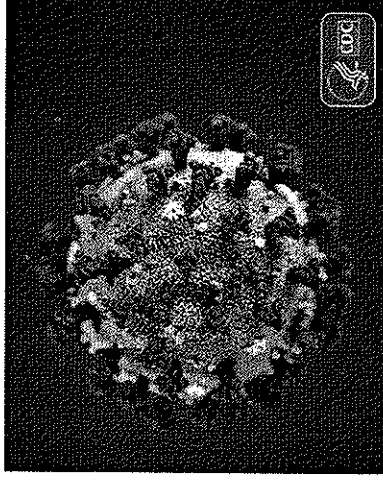
SIHD Executive Leadership

The
CEO
Report



COVID-19 Mitigation Performance

1. **February 2020:** Planning and Implementation of COVID Mitigation Strategy with presentation to the SIHD Board of Directors
2. **March 2020:** Completion of the COVID Isolation Unit
3. **Feb to Oct 13th 2020:** COVID Data Review / Rapid Response Team:
 1. From March 1st to Oct. 1st 0 positive resident cases on the SNF
 2. Sept 24th SNF staff member became symptomatic on the SNF. Tested positive 9/25
 3. Second SNF staff member becomes symptomatic on the SNF tests positive
 4. Swing bed patient becomes positive Oct. 3 sent to COVID unit at NIHD
 5. Second IP became positive Oct. 6th sent to RENOWN for COVID care Oct. 7th
 6. Currently we have 3 positive SNF residents in isolation/CDPH and Inyo County Public are partnering with us for spread control and contingency planning.
 7. Total positive SIH staff 7 (3 SNF/3 Non SNF staff)

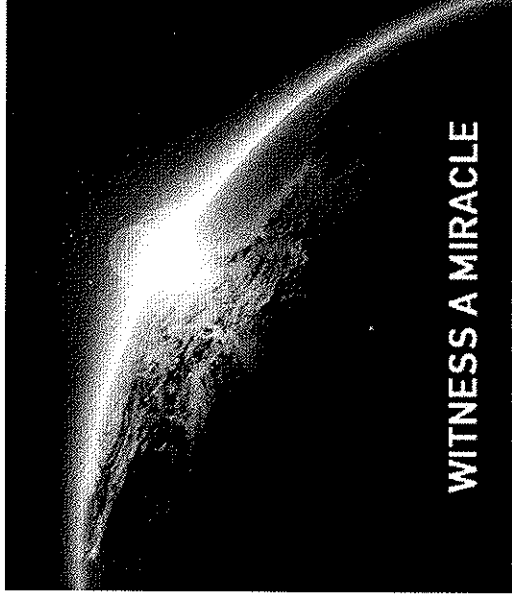


The Miracle on Locust Street Continues....

5

Renovations Complete/In Process:

1. SIH Exterior Painting/Repairs complete
2. Wound Care Center Complete
3. SNF Leadership Offices, New SNF billing office.
4. Relias CEU Training Center
5. RHC interior/exterior renovation set for Nov.1
6. Tree arborist, new landscaping at SIH and RHC
7. In talks to acquire HHS building behind SIH appraisal
8. SIH External/Internal Signage



WITNESS A MIRACLE