



**AGENDA**

**REGULAR MEETING OF THE BOARD OF DIRECTORS**

**Tuesday, April 28, 2026**

**4:30 PM**

**Modular C Classroom**

**600 N. Highland Springs Avenue, Banning, CA 92220**

**In compliance with the Americans with Disabilities Act**, if you need special assistance to participate in this meeting, please contact the Administration Office at (951) 769-2160. **Notification 48 hours prior to the meeting** will enable the Healthcare District to make reasonable arrangements to ensure accessibility to this meeting. [28 CFR 35.02-35.104 ADA Title II].

TAB

I. Call to Order

S. McDougall, Chair

II. Public Comment

A five-minute limitation shall apply to each member of the public who wishes to address the Healthcare District Board of Directors on any matter under the subject jurisdiction of the Board. A thirty-minute time limit is placed on this section. No member of the public shall be permitted to “share” his/her five minutes with any other member of the public. (Usually, any items received under this heading are referred to staff for future study, research, completion and/or future Board Action.) (PLEASE STATE YOUR NAME AND ADDRESS FOR THE RECORD.)

On behalf of the Healthcare District Board of Directors, we want you to know that the Board acknowledges the comments or concerns that you direct to this Board. While the Board may wish to occasionally respond immediately to questions or comments if appropriate, they often will instruct the Hospital CEO, or other Hospital Executive personnel, to do further research and report back to the Board prior to responding to any issues raised. If you have specific questions, you will receive a response either at the meeting or shortly thereafter. The Board wants to ensure that it is fully informed before responding, and so if your questions are not addressed during the meeting, this does not indicate a lack of interest on the Board’s part; a response will be forthcoming.

**NOTE: ALL MEMBERS OF THE SAN GORGONIO MEMORIAL HOSPITAL BOARD OF DIRECTORS ARE INVITED PARTICIPANTS AND MAY ADDRESS THE SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT BOARD OF DIRECTORS AT ANY TIME DURING THIS MEETING.**

**OLD BUSINESS**

III. \* Proposed Action - Approve Minutes

S. McDougall

- March 3, 2026, Special Meeting
- March 31, 2026, Regular Meeting

A  
B

**NEW BUSINESS**

- IV. Chief of Staff Report S. Khalil, MD C  
**\*Proposed Action - Approve Recommendations of the Medical Executive Committee**  
▪ **ROLL CALL**  
Chief of Staff
- V. District Board Chair Monthly Report S. McDougall verbal
- VI. CEO Monthly Report M. Finney verbal
- VII. **\*Proposed Action – Adopt Resolution No. 2026-06** S. McDougall D  
(Adding Christopher Bjornberg as an authorized signer)  
▪ **ROLL CALL**
- VIII. Measure H Report – Informational D. Heckathorne E
- IX. **\*Proposed Action - Approve 03-31-26 Quarterly Investment Report** D. Heckathorne F  
▪ **ROLL CALL**
- X. Committee Reports:
- Finance Committee R.Rader/ G  
D. Heckathorne  
**\* Proposed Action – Approve March 2026 Financial Statement (Unaudited)**  
▪ **ROLL CALL**
- XI. **\*Proposed Action - Approve Policies and Procedures** Staff H  
▪ **ROLL CALL**

**\*\*\* ITEMS FOR DISCUSSION/APPROVAL IN CLOSED SESSION** S. McDougall

- Proposed Action – Approve Medical Staff Credentialing  
(*Health & Safety Code §32155; and Evidence Code §1157*)
- Receive Quarterly Physical Environment/Life Safety/Utility Management Report  
(*Health & Safety Code §32155*)

**XII. ADJOURN TO THE CLOSED SESSION OF THE HEALTHCARE DISTRICT BOARD**

**\* The Board will convene to the Open Session portion of the meeting approximately 2 minutes after the conclusion of Closed Session.**

**RECONVENE TO OPEN SESSION**

XIII. General Information

XIV. Future Agenda Items

XV. Adjournment

S. McDougall

**\*Action Required**

In accordance with The Brown Act, *Section 54957.5*, all public records relating to an agenda item on this agenda are available for public inspection at the time the document is distributed to all, or a majority of all, members of the Board. Such records shall be available at the Healthcare District Administration office located at 600 N. Highland Springs Avenue, Banning, CA 92220 during regular business hours, Monday through Friday, 8:00 am - 4:30 pm.

I certify that on April 24, 2026, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of San Geronio Memorial Healthcare District, and on the San Geronio Memorial Hospital website, said time being at least 72 hours in advance of the regular meeting of the Board of Directors (*Government Code Section 54954.2*).

Executed at Banning, California on April 24, 2026



Ariel Whitley, Executive Assistant

JOINT SPECIAL MEETING OF THE  
SAN GORGONIO MEMORIAL HOSPITAL AND HEALTHCARE DISTRICT  
BOARD OF DIRECTORS

March 3, 2026

The joint special meeting of the San Gorgonio Memorial Hospital Board and Healthcare District Board of Directors was held on Tuesday, March 3, 2026, in Modular C meeting room, 600 N. Highland Springs Avenue, Banning, California.

Members Present: Pat Brown, Susan DiBiasi (Chair), Doris Foreman, Shannon McDougall, Darrell Petersen, Ron Rader, Steve Rutledge, Randal Stevens, Lanny Swerdlow

Members Absent: None

Required Staff: Michele Finney (CEO), Angie Brady (CNE), John Peleuses (VP Ancillary and Support Services), Ariel Whitley (EA/Director of Comp. and Privacy), Dan Heckathorne (CFO), Annah Karam (CHRO), Thomas Jeffry (Counsel), Noel Caughman (Counsel), Adam Bauer and Christina English (District Financial Consultants)

AGENDA ITEM		ACTION / FOLLOW-UP																			
<b>Call To Order</b>	The District Board and Hospital Board meeting was called to order at 2:04 pm.																				
<b>Public Comment</b>	No public comment.																				
<b>NEW BUSINESS</b>																					
<b>Proposed Action of Both Boards – Approve Interim Financing Related to the Delayed IRS Employee Retention Credit Quarter 3, 2021</b>	<p>The boards authorized proceeding with lease credit provisions, allowing final terms to be either a two-year or four-year lease based on evolving IRS funding status. The board agreed to delegate final decision-making on lease term selection and execution of documents to the executive leadership, financial advisors, and board chairs.</p> <p><b>DISTRICT BOARD MEMBER ROLL CALL:</b></p> <table border="1" style="width: 100%;"> <tr> <td>Brown</td> <td>Yes</td> <td>Foreman</td> <td>Yes</td> </tr> <tr> <td>McDougall</td> <td>Yes</td> <td>Rader</td> <td>Yes</td> </tr> <tr> <td>Swerdlow</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>	Brown	Yes	Foreman	Yes	McDougall	Yes	Rader	Yes	Swerdlow	Yes	Motion carried.		<p><b>M.S.C., (Foreman/Brown), the SGMHD Board of Directors approved the Interim Financing Related to the Delayed IRS Employee Retention Credit Quarter 3, 2021.</b></p>							
	Brown	Yes	Foreman	Yes																	
McDougall	Yes	Rader	Yes																		
Swerdlow	Yes	Motion carried.																			
<p><b>HOSPITAL BOARD MEMBER ROLL CALL:</b></p> <table border="1" style="width: 100%;"> <tr> <td>Brown</td> <td>Yes</td> <td>DiBiasi</td> <td>Yes</td> </tr> <tr> <td>Foreman</td> <td>Yes</td> <td>McDougall</td> <td>Yes</td> </tr> <tr> <td>Petersen</td> <td>Yes</td> <td>Rader</td> <td>Yes</td> </tr> <tr> <td>Rutledge</td> <td>Yes</td> <td>Stevens</td> <td>Yes</td> </tr> <tr> <td>Swerdlow</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>	Brown	Yes	DiBiasi	Yes	Foreman	Yes	McDougall	Yes	Petersen	Yes	Rader	Yes	Rutledge	Yes	Stevens	Yes	Swerdlow	Yes	Motion carried.		<p><b>M.S.C., (DiBiasi/Rutledge), the SGMH Board of Directors approved the Interim Financing Related to the Delayed IRS Employee Retention</b></p>
Brown	Yes	DiBiasi	Yes																		
Foreman	Yes	McDougall	Yes																		
Petersen	Yes	Rader	Yes																		
Rutledge	Yes	Stevens	Yes																		
Swerdlow	Yes	Motion carried.																			

AGENDA ITEM		ACTION / FOLLOW-UP
		<b>Credit Quarter 3, 2021.</b>
<b>Adjourn to Closed Session</b>	<p>Chairs, DiBiasi and McDougall reported on the items to be reviewed and discussed and/or acted upon during Closed Session will be:</p> <ul style="list-style-type: none"> <li>➤ Participate in a telephone conference with legal counsel regarding significant exposure to litigation.</li> </ul> <p>The meeting adjourned to Closed Session at 2:55 pm.</p>	
<b>Reconvene to Open Session</b>	<p>The meeting adjourned from Closed Session at 4:10 pm.</p> <p>Chair DiBiasi and Chair McDougall reported on the actions taken/information received during the Closed Session as follows:</p> <ul style="list-style-type: none"> <li>➤ Participated in a telephone conference with legal counsel regarding significant exposure to litigation. Information was provided to the board. Direction was provided to legal counsel.</li> </ul>	
<b>Adjournment</b>	<p>The District Board and Hospital Board meeting was adjourned at 4:11 pm.</p>	

In accordance with The Brown Act, *Section 54957.5*, all reports and handouts discussed during this Open Session meeting are public records and are available for public inspection. These reports and/or handouts are available for review at the Hospital Administration office located at 600 N. Highland Springs Avenue, Banning, CA 92220 during regular business hours, Monday through Friday, 8:00 am - 4:30 pm.

Respectfully submitted by Ariel Whitley, Executive Assistant

REGULAR MEETING OF THE  
SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT  
BOARD OF DIRECTORS

March 31, 2026

The regular meeting of the San Gorgonio Memorial Hospital Board of Directors was held on Tuesday, March 31, 2026, in Modular C meeting room, 600 N. Highland Springs Avenue, Banning, California.

Members Present: Pat Brown, Doris Foreman, Shannon McDougall (C), Ron Rader, Lanny Swerdlow

Members Absent: None

Required Hospital: Michele Finney (CEO), John Peleuses (VP Ancillary and Support Services), Ariel Whitley (EA/Director of Compliance and Privacy), Annah Karam (CHRO), Daniel Heckathorne (Executive Director of Finance), Ryan Marshall (CFO)

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP												
<b>Call To Order</b>	Chair Shannon McDougall called the meeting to order at 4:42 pm.													
<b>Public Comment</b>	No public comment.													
<b>OLD BUSINESS</b>														
<b>Proposed Action - Approve Minutes  February 24, 2026</b>	Chair McDougall asked for any changes or corrections to the minutes of the following meetings: <ul style="list-style-type: none"> <li>• February 24, 2026, Regular Meeting</li> </ul> There were none.	<b>The minutes presented for approval will stand correct.</b>												
<b>NEW BUSINESS</b>														
<b>Chief of Staff Report  Proposed Action – Approve Recommendations of the Medical Executive Committee</b>	Sherif Khalil, MD, Chief of Staff, briefly reviewed the Medical Executive Committee report as included on the board tablets.  <b>BOARD MEMBER ROLL CALL:</b> <table border="1" style="margin-left: 20px;"> <tr> <td>Brown</td> <td>Yes</td> <td>Foreman</td> <td>Yes</td> </tr> <tr> <td>McDougall</td> <td>Yes</td> <td>Rader</td> <td>Yes</td> </tr> <tr> <td>Swerdlow</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>	Brown	Yes	Foreman	Yes	McDougall	Yes	Rader	Yes	Swerdlow	Yes	Motion carried.		<b>M.S.C., (Rader/Foreman), the SGMHD Board of Directors approved the recommendations of the Medical Executive Committee Report (memorandum).</b>
Brown	Yes	Foreman	Yes											
McDougall	Yes	Rader	Yes											
Swerdlow	Yes	Motion carried.												
<b>District Board Chair Monthly Report</b>	Chair McDougall reminded all board members to complete their Form 700's prior to the April 1 <sup>st</sup> deadline.													
<b>CEO Monthly Report</b>	Michele Finney emphasized the team's round-the-clock efforts to ensure all documents related to the line of credit were finalized and funds transferred. Michele also reported that the hospital maintained a strong quality rating with Leapfrog and received the Living the Mission of Optimal Care Award from IEHP for 2026. Angie Brady													

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP												
	<p>and Ana Valdez were recognized for driving quality initiatives that led to these achievements. Michele gave an update on legislative and industry advocacy. Several healthcare related bills are progressing that could significantly impact the hospital’s operations and funding: AB 1923, 2311, and 2353.</p>													
<p><b>Proposed Action – Appoint Christopher Bjornberg as Chief Executive Officer</b></p>	<p>Christopher Bjornberg has over 13 years of hospital operations experience and has proven success managing small, rural, and critical access hospitals. He also demonstrates strong community engagement. Christopher expressed enthusiasm for the hospital’s potential.</p> <p><b>BOARD MEMBER ROLL CALL:</b></p> <table border="1" data-bbox="407 716 1214 825"> <tr> <td>Brown</td> <td>Yes</td> <td>Foreman</td> <td>Yes</td> </tr> <tr> <td>McDougall</td> <td>Yes</td> <td>Rader</td> <td>Yes</td> </tr> <tr> <td>Swerdlow</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>	Brown	Yes	Foreman	Yes	McDougall	Yes	Rader	Yes	Swerdlow	Yes	Motion carried.		<p><b>M.S.C., (Swerdlow/Foreman), the SGMHD Board of Directors voted to appoint Christopher Bjornberg as Chief Executive Officer.</b></p>
Brown	Yes	Foreman	Yes											
McDougall	Yes	Rader	Yes											
Swerdlow	Yes	Motion carried.												
<p><b>Proposed Action – Discuss and Approve the LAFCO Candidate Ballot</b></p>	<p>The full board approved Shannon McDougall as the “voting member” representing the Healthcare District to complete the ballot for the LAFCO Regular Special District Member – Western Region.</p> <p>The board has decided on submitting a vote for Larry Smith (1), and Steve Corona (2).</p> <p><b>BOARD MEMBER ROLL CALL:</b></p> <table border="1" data-bbox="407 1140 1214 1245"> <tr> <td>Brown</td> <td>Yes</td> <td>Foreman</td> <td>Yes</td> </tr> <tr> <td>McDougall</td> <td>Yes</td> <td>Rader</td> <td>No</td> </tr> <tr> <td>Swerdlow</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>	Brown	Yes	Foreman	Yes	McDougall	Yes	Rader	No	Swerdlow	Yes	Motion carried.		<p><b>M.S.C., (Brown/Foreman), the SGMHD Board of Directors discussed and approved the LAFCO Candidate Ballot authorizing Shannon McDougall to complete the ballot on behalf of the full board.</b></p>
Brown	Yes	Foreman	Yes											
McDougall	Yes	Rader	No											
Swerdlow	Yes	Motion carried.												
<p><b>Proposed Action – Approve the Compliance Program Assessment Proposal</b></p>	<p>The program assessment consists of a comprehensive compliance review to mitigate legal risks and align with regulatory standards. It will be a three-phase, three-month project designed to identify gaps and strengthen compliance framework.</p> <p><b>BOARD MEMBER ROLL CALL:</b></p> <table border="1" data-bbox="407 1491 1214 1596"> <tr> <td>Brown</td> <td>Yes</td> <td>Foreman</td> <td>Yes</td> </tr> <tr> <td>McDougall</td> <td>Yes</td> <td>Rader</td> <td>Yes</td> </tr> <tr> <td>Swerdlow</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>	Brown	Yes	Foreman	Yes	McDougall	Yes	Rader	Yes	Swerdlow	Yes	Motion carried.		<p><b>M.S.C., (Rader/Brown), the SGMHD Board of Directors approved the Compliance Program Assessment proposal.</b></p>
Brown	Yes	Foreman	Yes											
McDougall	Yes	Rader	Yes											
Swerdlow	Yes	Motion carried.												
<p><b>Proposed Action – Approve the February 2026 Financial Report</b></p>	<p>Dan Heckathorne, CFO, reviewed the February 2026 Finance Report as included on board tablets.</p> <p><b>BOARD MEMBER ROLL CALL:</b></p> <table border="1" data-bbox="407 1791 1214 1896"> <tr> <td>Brown</td> <td>Yes</td> <td>Foreman</td> <td>Yes</td> </tr> <tr> <td>McDougall</td> <td>Yes</td> <td>Rader</td> <td>Yes</td> </tr> <tr> <td>Swerdlow</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>	Brown	Yes	Foreman	Yes	McDougall	Yes	Rader	Yes	Swerdlow	Yes	Motion carried.		<p><b>M.S.C., (Foreman/Swerdlow), the SGMHD Board of Directors approved the February 2026 Financial Report as presented.</b></p>
Brown	Yes	Foreman	Yes											
McDougall	Yes	Rader	Yes											
Swerdlow	Yes	Motion carried.												

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP												
<b>Proposed Action – Approve Policies and Procedures</b>	<p>There were eight (8) policies and procedures included on the board tablets presented for approval by the Board.</p> <p><b>BOARD MEMBER ROLL CALL:</b></p> <table border="1" data-bbox="407 436 1214 541"> <tr> <td>Brown</td> <td>Yes</td> <td>Foreman</td> <td>Yes</td> </tr> <tr> <td>McDougall</td> <td>Yes</td> <td>Rader</td> <td>Yes</td> </tr> <tr> <td>Swerdlow</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>	Brown	Yes	Foreman	Yes	McDougall	Yes	Rader	Yes	Swerdlow	Yes	Motion carried.		<p><b>M.S.C., (Swerdlow/Foreman), the SGMHD Board of Directors approved the policies and procedures as submitted.</b></p>
Brown	Yes	Foreman	Yes											
McDougall	Yes	Rader	Yes											
Swerdlow	Yes	Motion carried.												
<b>Adjourn to Closed Session</b>	<p>Chair McDougall reported the items to be reviewed and discussed and/or acted upon during Closed Session will be:</p> <ul style="list-style-type: none"> <li>➤ Proposed Action–Approve Medical Staff Credentialing.</li> <li>➤ Receive Quarterly Infection Prevention and Control Report</li> </ul> <p>The meeting adjourned to Closed Session at 5:35 pm.</p>													
<b>Reconvene to Open Session</b>	<p>The meeting was reconvened to Open Session at 5:42 pm.</p> <p>Chair McDougall reported on the actions taken/information received during closed session as follows:</p> <ul style="list-style-type: none"> <li>➤ Approved Medical Staff Credentialing</li> <li>➤ Received Quarterly Infection Prevention and Control Report</li> </ul>													
<b>General Information</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>													
<b>Future Agenda Items</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>													
<b>Adjournment</b>	<p>The meeting was adjourned at 5:44 pm.</p>													

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Minutes respectfully submitted by Ariel Whitley, Executive Assistant

**SAN GORGONIO MEMORIAL HOSPITAL**  
**Medical Staff Services Department**

**M E M O R A N D U M**

**DATE:** April 22, 2026

**TO:** Chair  
Governing Board

**FROM:** Sherif Khalil, M.D., Chairman  
Medical Executive Committee

**SUBJECT: MEDICAL EXECUTIVE COMMITTEE REPORT**

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At the Medical Executive Committee meeting held on this date, the following items were approved and recommended for final approval by the Governing Board:

**Approval Item(s):**

**2026 Annual Approval of Policies & Procedures**

The 2026 Policies and Procedures were reviewed and recommended for approval (See attached). Revisions were made by the respective departments, and all changes have been highlighted for reference.

**Infection Control & Surveillance Report**

**COVID-19 Testing**

Due to low positivity rates among all asymptomatic patients, operational burden on the Emergency Department staff, it is recommended to transition from universal testing to symptom-based testing only.

The policy will be reassessed during future respiratory seasons.

**SAN GORGONIO MEMORIAL HOSPITAL  
2026 ANNUAL APPROVAL  
POLICIES & PROCEDURES**

<b>Title</b>	<b>Policy Area</b>	<b>Revised?</b>
2026 Patient Safety Program	Performance Improvement	Revised
2026 Performance Improvement (PI) Plan	Performance Improvement	Revised
Aromatherapy Use in Procedural Areas	Surgical Services	Revised
Cleaning of Surgical/Procedure Rooms	Environmental Services	Revised
Code Stroke	Nursing	Unchanged
Critical Test Results for Diagnostic Imaging	Diagnostic Imaging	Revised
CT Abdomen/Pelvis Multiphase	Diagnostic Imaging	Revised
CT Abdomen/Pelvis with and Without Intravenous Contrast	Diagnostic Imaging	Revised
CT Angiography (CTA) Brain	Diagnostic Imaging	Revised
CT Head with and Without Intravenous Contrast	Diagnostic Imaging	Revised
CT Head with Intravenous Contrast	Diagnostic Imaging	Revised
CT of Extremities	Diagnostic Imaging	Revised
CT Pelvis with Intravenous Contrast	Diagnostic Imaging	Revised
Diagnostic Imaging - Image and Report Release Documentation	Diagnostic Imaging	Revised
Diagnostic Imaging Informed Consent Policy	Diagnostic Imaging	Revised
Diagnostic Imaging Policy for Priority of Orders	Diagnostic Imaging	Revised
Diagnostic Imaging: Release of Records - Conditions	Diagnostic Imaging	Revised
Fetal Biophysical Profile Ultrasound	Diagnostic Imaging	Unchanged
Intravenous Push (IVP) Medication Administration List	Pharmacy	Revised
IV-Thrombolytics (IV-Alteplase and IV-Tenecteplase) -- Use in Acute Ischemic Stroke	Nursing	Unchanged
Laboratory Critical Test Result List	Clinical Laboratory	Revised
MRI FOOT/ANKLE	Diagnostic Imaging	Unchanged
MRI HAND/WRIST	Diagnostic Imaging	Unchanged
MRI KNEE	Diagnostic Imaging	Unchanged
MRI MRCP	Diagnostic Imaging	Unchanged
MRI Shoulder	Diagnostic Imaging	Revised
MRI Thoracic Spine with and without contrast	Diagnostic Imaging	Unchanged
Nasopharyngeal Airway	Respiratory Therapy	Revised

NM Renal Scan With Lasix	Diagnostic Imaging	New
PACU - Emergency Equipment	Surgical Services	Revised
PACU - Recovery of Post-Surgical/Post-Procedure ICU Patients	Surgical Services	Revised
Pelvic Ultrasound	Diagnostic Imaging	Unchanged
Pleural Effusion Ultrasound	Diagnostic Imaging	Unchanged
Postural Drainage & Percussion-Vibration Procedures & Positions (CPT)	Respiratory Therapy	Revised
Pre-operative - Surgical Screening Requirements	Surgical Services	Revised
Retroperitoneal Space Ultrasound	Diagnostic Imaging	Unchanged
Spleen Ultrasound	Diagnostic Imaging	Unchanged
Surgical Services - Standard and Isolation Precautions	Surgical Services	Revised
Transport of Intubated Patient	Respiratory Therapy	Revised
Ultrasound Amniotic Fluid Index	Diagnostic Imaging	Unchanged
Ultrasound Special Procedures	Diagnostic Imaging	Revised
Upper Extremity Arterial Ultrasound	Diagnostic Imaging	Unchanged
Verification of Nasogastric Tube (NGT) Placement	Nursing	New

**RESOLUTION 2026-06**  
**THE BOARD OF DIRECTORS**  
**SAN GORGONIO MEMORIAL HEALTH CARE DISTRICT**

WHEREAS, the Board of Directors of San Gorgonio Memorial Health Care District (“District”) approved resolution 2026-05 at its meeting held February 24, 2026, designated those authorized signers for all deposit accounts with all financial institutions.

WHEREAS, on March 23, 2026 Christopher Bjornberg was approved by the District Board of Directors to become Chief Executive Officer of the hospital.

WHEREAS, Christopher Bjornberg will replace Michele Finney as Chief Executive Officer on or about June 1, 2026.

BE IT RESOLVED, that effective June 1, 2026, Christopher Bjornberg is designated as an authorized signer along with the authorized signers approved in Resolution 2026-05 to enter into deposit accounts, transfer funds, brokerage, invest, manage cash, deposit service agreements and sign on behalf of the Corporation with financial institutions. Authorized signers may designate from time to time who is authorized to withdraw funds, initiate payment orders and otherwise give instructions on behalf of the Corporation with respect to its deposit and brokerage accounts. Two (2) signatures are required for withdrawal amounts in excess of \$10,000.

AND BE IT FURTHER RESOLVED, that this authorization is in addition to any other authorizations in effect and shall remain in full force until written notice of its revocation is delivered to said financial institutions.

\* \* \* \* \*

PASSED AND ADOPTED this 28th day of April 2026, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAINING:

By \_\_\_\_\_  
Chair, Board of Directors  
San Gorgonio Memorial Health Care  
District

I hereby certify that the foregoing resolution was duly adopted at a meeting of the Board of Directors of the San Gorgonio Memorial Health Care District held on the 28th day of April 2026.

By \_\_\_\_\_  
Secretary, Board of Directors  
San Gorgonio Memorial Health Care  
District



**SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT  
QUARTERLY INVESTMENT REPORT  
03-31-26 REPORT**

<b>Has the authority to invest funds been delegated to the District's CFO within the past 12 months?</b>	Yes
<b>What is the quarterly period covered by this report (June 30th, September 30th, December 31st or March 31st)?</b>	03/31/2026
<b>What is the date of preparation of this quarterly report?</b>	04/12/2026
<b>Has the preparation of this report been within 30 days following the end of the quarter being reported?</b>	Yes
<b>What is the date of presentation of this quarterly report to the District's Board of Directors?</b>	04/28/2026
<b>Are any of the District's funds under the management of contracting parties?</b>	No
<b>If yes, list the contracting parties.</b>	Not applicable
<b>Is the District's investment portfolio in compliance with the District's Investment Policy?</b>	Yes
<b>If not, indicate why.</b>	Not applicable
<b>If District manages an investment pool, is it able to meet its obligations for the 6 months following quarter's end?</b>	Not applicable
<b>If not, indicate why sufficient money shall, or may, not be available.</b>	Not applicable

**Management Summary (Required pursuant to Investment Code Section 12):**

District reserves are maintained in collateralized deposit accounts with FDIC insured banks with the exception of the following accounts:

- 1 Ad Valorem Tax Deposit Account with U.S. Bank (pursuant to Deposit and Transfer Agreement dated September 1, 2022)\*
  - 2 District Reserve Account for GO Bonds with HCN Bank (ad valorem taxes in excess of GOB debt service requirements)\*\*
  - 3 District Reserve Account for GO Bonds with First Foundation Bank (ad valorem taxes in excess of GOB debt service requirements)\*\*
  - 4 Excess Cash Custody Account with U.S. Bank (excess unrestricted cash pursuant to issuance of the 2022 Revenue Bonds)\*\*\*
  - 5 GO Bond General and Bond Proceeds Accounts with LAIF (funds held over from prior years and prior GO Bonds)\*\*\*\*
- \* Held by U.S. Bank in First American Funds Shares - D Treasury Obligations  
\*\* Held by HCN Bank and First Foundation Bank (held pursuant to Local Agency Security Program and collateralized)  
\*\*\* Held in the Local Agency Investment Fund, a pooled money investment account managed by the State Treasurer's Office ("LAIF")  
\*\*\*\* Held in Demand Deposit State and Local Government Series (SLGS) US Treasury obligations

As such, the attached worksheets provide the beginning and ending quarterly balances of each of the above-indicated accounts, including collateralized accounts. The attached worksheets also provide information concerning the activity in each of these accounts that have occurred within each quarterly period being reported on. These investment accounts are invested directly in US Treasury securities or are invested in money market accounts that invest primarily or only in US Treasury securities.

**Required Information (Analysis of current investment portfolio & individual transactions, if applicable):**

Beginning quarterly balance of Investment Accounts (**see attached worksheets**)

Add: Purchases and transfers of securities and Investment Income

Deduct: Administrative fees, sales and transfers of securities, and maturities of securities

Ending quarterly balance of Investment Accounts

Ending cash & cash equivalents held in District accounts (**see attached worksheets**)

Description of the investment portfolio (**see attached worksheets**):

**Listing of investments, including the following information: (Required pursuant to Section 53646(b)(1) of the Code)**

Type of investment, issuer, maturity date, par amount and dollar amount invested.

Funds, investments or programs under management of contracted parties

Investments and moneys held by the District

With respect to securities held by the District and under management of any outside party, provide the following information:

Current market value as of the date of the report #

Source of current market valuation #

# The above information is not required if investments are with LAIF, FDIC insured accounts or County investment pools. Provide recent statements.

**HCN BANK**  
**Premier Money Market Public Account**

	<b>Acct. No. 6212</b>
<b>Balance as of 12/31/25</b>	\$ 2,869,918.00
<b>Interest 01/31/26</b>	7,312.39
<b>Interest 02/28/26</b>	6,842.29
<b>Interest 03/31/26</b>	7,838.36
	\$ 2,891,911.04

Investments are held in the Bank's Premier Money Market Public Account. This account is collateralized pursuant to the Local Agency Security Program administered by the State of California. Market value is based on statements received.

**FIRST FOUNDATION BANK**  
**Money Market Public Account**

	<b>Acct. No. 3598</b>
<b>Balance as of 12/31/25</b>	\$ 4,061,907.41
<b>Interest 01/31/26</b>	8,287.78
<b>Interest 02/28/26</b>	7,209.84
<b>Interest 03/31/26</b>	7,972.44
	\$ 4,085,377.47

This account is collateralized pursuant to the Local Agency Security Program administered by the State of California. Market value is based on statements received.

**LOCAL AGENCY INVESTMENT FUND ("LAIF") - General Acct (Quarterly))**

<b>Balance as of 12/31/25</b>	\$ 5,516.02
<b>Interest 01/31/26</b>	58.32
<b>Interest 02/28/26</b>	-
<b>Interest 03/31/26</b>	-
	\$ 5,574.34

**LOCAL AGENCY INVESTMENT FUND ("LAIF") - GO Bond Account (Quarterly))**

<b>Balance as of 12/31/25</b>	\$ 100,582.75
<b>Interest 01/31/26</b>	1,063.53
<b>Interest 02/28/26</b>	-
<b>Interest 03/31/26</b>	-
	\$ 101,646.28

LAIF currently has over 2,300 participants (primarily special districts & cities) and \$24 billion in assets. LAIF currently maintains approximately 80% of its portfolio in Treasury and Agency obligations with the remaining portfolio in CDs, bank notes, commercial paper and time deposits. Market value is based on statements received.

**US BANK SGMHcD DEPOSIT AND TRANSFER AGREEMENT (dated 9/1/22)  
2021 and 2022 Revenue Bonds Lock Box**

	<b>TRF</b>	<b>VATRA</b>	<b>NVATRA</b>
	<b>Acct. 5002</b>	<b>Acct. 5000</b>	<b>Acct 5001</b>
<b>Balance as of 12/31/25</b>	\$ 178,520.16	\$ 7,816,777.68	\$ 879,112.16
January Cash Receipts from Riverside Co.	2,763,669.53	-	
January Transfers	(2,545,922.16)	1,761,300.85	784,621.31
January Disbursements	-	-	-
January Interest/Dividends	494.61	18,493.11	1,407.31
<b>Balance as of 01/31/26</b>	396,762.14	9,596,571.64	1,665,140.78
February Cash Receipts from Riverside Co.	238,766.60	(1,962,068.75)	
February Transfers	(456,827.89)	370,539.35	86,288.54
February Disbursements	-		
February Interest/Dividends	669.09	21,772.08	3,008.32
<b>Balance as of 02/28/26</b>	179,369.94	8,026,814.32	1,754,437.64
March Cash Receipts from Riverside Co.	48,528.33		
March Transfers	(37,560.37)	27,136.33	10,424.04
March Disbursements			
March Interest/Dividends	601.95	19,422.15	4,181.76
<b>Balances &amp; Market Values as of 03/31/26</b>	\$ 190,939.85	\$ 8,073,372.80	\$ 1,769,043.44

Invested in First Amerian Funds Inc. SHS-D-Treasury Obligations Fund. This fund currently holds 100% of its assets in US Treasury obligations and US Treasury repurchase agreements. The fund's weighted average maturity is approximately 31 days. Market value is based on statements received.

**TRF** - Tax Receipt Fund

**VATRA** - Voter Approved Tax Revenue Account

**NVATRA** - Non-Voter Approved Tax Revenue Account

**US BANK SGMHcD CUSTODY ACCOUNT  
2023 Custody Account (due to 2022 Revenue Bonds funding working capital expenditures)**

	<b>Acct. 2000</b>
<b>Balance as of 12/31/25</b>	\$ 1,253.99
Interest 01/31/26	
Interest 02/28/26	
Receipts 01/31/26	
Interest 01/31/26 Disbursement	
Interest 03/31/26	
<b>Balances &amp; Market Values as of 03/31/26</b>	\$ 1,253.99

Invested in US Treasury State and Local Government Series Demand Deposit (Demand Deposit SLGS). Backed by the federal government and interest earned is exempt from both yield restriction and arbitrage rebate. Market value is based on statements received.



**SAN GORGONIO MEMORIAL HOSPITAL  
BANNING, CALIFORNIA**

**Unaudited Financial Statements**

**for**

**NINE MONTHS ENDING MARCH 31, 2026**

**FY 2026**

**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.

Note: Because these reports are prepared for internal users only, they do not purport to conform to the principles contained in U.S. GAAP.

Certified by:

*Daniel R. Heckathorne*

**Daniel R. Heckathorne**

**4/17/2026**

Executive Director of Finance

## San Gorgonio Memorial Hospital

### Financial Report - Executive Summary – 04 17 26

For the Month of March 2026 and YTD Nine Months Ended March 31, 2026 (Unaudited)

#### **Profit/Loss (EBIDA) Summary (MTD) Negative and (YTD) Positive (comparisons to Budget)**

**Month** - The month of March resulted in a negative \$809K Earnings before Interest, Depreciation and Amortization (EBIDA) compared to budgeted negative EBIDA of \$785K. Overall Surplus was a negative \$244K compared to the budgeted negative Surplus of \$1.04M.

**YTD** – The month of March resulted in negative \$5.92M Earnings before Interest, Depreciation and Amortization (EBIDA) compared to budgeted EBIDA of negative \$6.39M. Overall Surplus was negative \$6.37M compared to the budgeted negative Surplus of \$7.02M.

#### **Items of Note:**

- Inpatient Days, Adjusted Patient Days, and E/R visits were significantly over budget, while Births were 6 less than budget and Outpatient visits were 1.0% under budget. Surgeries were on budget.
- March's statement included \$1,379,475 of Supplemental Funding revenues.
- Other items of note for March are outlined in the Extraordinary Items report on Page 4.

**Monthly Workloads** – The March inpatient average daily census was 33.3 compared to the budgeted 30.5. Adjusted Patient Days were 14.1% over budget (2,621 vs. 2,298), while Patient Days were 9.2% over (1,032 vs. 945) budget. Emergency Visits were 5.2% over budget (3,941 vs. 3,747), and Surgeries were on budget (99 vs. 99). Births totaled 16 vs. a budget of 22.

**YTD Workloads** – The inpatient average daily census was 27.5 compared to the budgeted 28.9. Adjusted Patient Days were 1.2% over budget (20,296 vs. 20,064), while Patient Days were 4.9% below (7,540 vs. 7,929) budget. Emergency Visits were 3.6% under budget (32,409 vs. 33,632), and Surgeries were 6.9% under budget (813 vs. 873). Births are under target at 109 vs. 128 but are above the 70 births at this time last year.

#### **Patient Revenues (MTD) Negative Variance (YTD) Negative Variance**

**Month** - Net Patient Revenues in March were \$6.32M, or \$85K under budget. Other items of note: Gross Inpatient Revenues were \$437K under budget, while Gross Outpatient Revenues were \$1.69M over budget.

**YTD** – Net Patient Revenues were \$53.81M, or \$433K under budget. Items of note: Gross Inpatient Revenues were \$10.68M under budget, while Gross Outpatient Revenues were \$10.37M over budget. Inpatient Revenues' payments average about 15.98% of charges, while Outpatient Revenues' payments average about 9.05% of charges. These factors resulted in \$768K less Net Patient Revenue than budgeted.

#### **Total Operating Revenues (MTD) Positive Variance & (YTD) Negative Variance**

**Month** – Operating Revenue in March was \$207K under budget. This results from Net Patient Revenues being \$85K under budget and the Non-Patient Revenues being \$122K under budget.

**YTD** - Operating Revenue was \$529K under budget. This is impacted by the Net Patient Revenues being \$348K under budget and the Non-Patient Revenues being \$181K under budget.

#### **Operating Expenses (MTD) Positive & (YTD) Positive Variance**

**Month** - Operating Expenses in March were \$9.22M which was under budget by \$184K. Key items that impacted Expenses were: 1) Salaries, Wages, Benefits, and Contract Labor were collectively

\$106K over budget (1.9%) after adjusting for the CEO and CNE costs being transferred to Purchased Services. (Note: the Adjusted Patient Days were 14.1% over budget in March); 2) Physician Fees were \$78K over budget due to a catch-up accrual of \$150K; 3) Purchased Services were \$169K over budget, including a legal fees negative variance of \$96K, which was offset by a favorable \$140K previous over-estimation of the Tenet external legal teams' expense. The Tenet Management and Staffing costs are now included in Purchased Services which impacts the overall variance; 4) Supplies costs were \$242K under budget, impacted by the delay in the Spect C/T start-up and the related radioisotopes budget of \$101K along with \$89K lower costs in prostheses and general medical supplies; 5) Utilities were under budget by \$78K due to adjusting previously accrued electric estimates to the actual billing, plus a \$12K credit for water billings; 6) Repairs, Insurance, Other Expenses were collectively \$100K under budget; and 7) Leases and Rentals are under budget by \$42K which relates to reclassing a portion of the of GASB related costs to Interest Expense.

**Year-to Date** – Operating Expenses were \$82.88M which was under budget by \$1.21M. Key items that impacted Expenses were: 1) Salaries, Wages, Benefits, and Contract Labor were collectively \$92K (adjusted for CEO & CNE costs which were transitioned to Tenet fees included in Purchased Services) under budget (0.1%), while Adjusted Patient Days were 1.2% over budget; 2) Physician Fees were \$434K under budget; 3) Purchased Services were \$961K over budget, which included Legal Fees variance of \$452K, \$218K for Lab and \$213K for Laundry/Linen. The legal fees have been impacted by work on the Tenet Management and LOC agreements; 4) Supplies were under budget by \$1.14M (after the additional lab true-up expense of \$162K), including the lower prostheses cost variance of \$458K and Radioisotopes of \$675K due to the Nuclear Medicine scanner being out of service; and ; 5) Other Expense was \$268K over budget including phone variance of \$153K and dues and subscription costs of \$237K, most of which are for annual renewals at the beginning of CY 2026; and 6) Lease and Rental Expense was \$322K under budget, however is partially offset by Interest Expense being \$278K over budget due to booking in accordance with GASB Lease stipulations.

### **Balance Sheet/Cash Flow**

Patient cash collections in March were \$5.80M compared to \$6.13M in February, \$5.47M in January, and \$6.65M in December. Gross Accounts Receivable Days for March were 55.6, compared to 55.3 in February, 55.3 in January and 53.3 in December.

March's Operating Cash balance was \$6.46M compared to \$5.87M in February, \$8.22M in January, and \$4.25M in December. Accounts Payable for March was \$13.70M compared to \$13.25M in February, \$12.94M in January and \$13.49M in December. March's A/P Days were 117 compared to 113 in February, 109 in January and 114 in December. The Line of Credit balance, now with Tenet Healthcare, was \$12.16M as of March 31.

Other key changes in the Balance Sheet included 1) Increases in Cash of \$594K and Net Patient Receivables of \$489K; 2) Normal changes to Taxes Receivable including the continuation of semi-annual property tax receipts; 3) Miscellaneous Receivables change due to Supplemental Funding and Grant receipts of \$948K, and 4) Re-Classification of \$1.12M from Lease Amortization to GASB 96 Amortization.

### **Positive takeaways:**

- 1) Patient Workload volumes were strong compared to budget and compared to March, 2025.
- 2) Operating Expenses after unusual items were \$37K under budget.

### **Negative/Challenging takeaways:**

- 1) Cash balances continue to remain tight and we are aggressively seeking final resolution of the 3<sup>rd</sup> Quarter ERC funds that are waiting completion of the IRS audit process.
- 2) Continuous efforts to enhance Revenues and reduce Expenses is paramount for success.

	A	B	C	D	E	F	G	H	I
1	<b>SGMH MARCH 31, 2026 EXTRAORDINARY ITEMS IMPACTING OVERALL FINANCIAL OUTCOMES</b>								4/17/2025
2									
3	<b>EXPENSE</b>				<b>INCOME</b>				<b>GAIN/(LOSS)</b>
4									
5	<b>EBIDA ITEMS:</b>								
6									
7	<b>SALARIES / BENEFITS/ CONTRACT LABOR &amp; RELATED ITEMS</b>				<b>REVENUES</b>				
8									
9	WAGES (OVER) UNDER BUDGET (LESS CEO & CNO COSTS TRANSFERRED TO PURC. SERVICES)		145,866		NET PATIENT REVENUES OVER (UNDER) BUDGET		(85,369)		
10	BENEFITS (OVER) UNDER BUDGET (LESS CEO & CNO COSTS TRANSFERRED TO PURC. SERVICES)		(48,622)						
11	CONTRACT LABOR (OVER) UNDER BUDGET		(203,664)						
12	NET LABOR AND BENEFITS VARIANCE (OVER) BUDGET		(106,420)						
13					<b>SUPPLEMENTAL REVENUES</b>				
14	<b>OTHER EXPENSE (INCREASE)/DECREASE TO EXPENSE</b>								
15					OTHER SUPPLEMENTALS RECEIVED		1,361,975		
16	LEGAL FEES OVER BUDGET		(96,350)		OTHER SUPPLEMENTALS BUDGET		(1,361,975)		
17	LEGAL FEES - ADJUSTMENT FOR PREVIOUS SNELL & WILMER ESTIMATE		140,000						
18					IEHP P4P SUPPLEMENTAL RECEIVED		17,500		
19	PHYSICIAN FEES EXTRA ACCRUAL OF \$150K		(77,698)		IEHP P4P SUPPLEMENTAL BUDGET		(17,500)		
20									
21	RADIOACTIVE SUPPLIES UNDER BUDGET (DELAY IN START-UP)		100,603		<b>OTHER REVENUES</b>				
22									
23	UTILITIES YTD BILL CORRECTIONS & CREDITS COMPARED TO MONTHLY ACCRUALS		80,098		PROPERTY TAXES (UNDER) BUDGET		(76,829)		
24									
25	NET TOTAL OF ALL OTHER OPERATING EXPENSE VARIANCES COMBINED (OVER) UNDER BUDGET		143,704		OTHER OPERATING REVENUE VARIANCE		(45,487)		
26									
27									
28	<b>EXPENSES VARIANCES: EBIDA RELATED (OVER) UNDER BUDGET</b>		<b>183,937</b>		<b>REVENUES VARIANCES: EBIDA RELATED OVER (UNDER) BUDGET</b>		<b>(207,685)</b>		<b>(23,748)</b>
29									
30	REMOVE IMPACT OF UNUSUAL OR ONE-TIME EVENTS: TOTAL EXPENSES (OVER) OR UNDER BUDGET		<b>37,284</b>						
31									
32	<b>NON EBIDA ITEMS:</b>								
33									
34	DEPRECIATION EXPENSE (OVER) UNDER BUDGET		53,208		INTEREST EARNINGS OVER (UNDER) BUDGET		(21,450)		
35									
36	INTEREST EXPENSE (OVER) UNDER BUDGET (SEE LEASES & RENTALS OFFSET ABOVE)		(15,698)		DONATIONS TO SUPPLEMENT CLINIC (60,680) AND EQUIPMENT:		808,190		
38									
39									
40	<b>EXPENSES VARIANCES: NON-EBIDA RELATED (OVER) UNDER BUDGET</b>		<b>37,510</b>		<b>REVENUES VARIANCES: NON-EBIDA RELATED OVER (UNDER) BUDGET</b>		<b>786,740</b>		<b>824,250</b>
41									
42	<b>Note: These variances are not intended to account for all variances, but are meant to highlight key or unusual variations.</b>								
43									
44					Page 4				

## **STATISTICS**

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Inpatient Admissions/Discharges (Monthly Average)	Represents number of patients admitted/discharged into and out of the hospital.
Patient Days (Monthly Average)	Each day a patient stays in the hospital is counted as a patient day. This count is normally done at midnight.
Average Daily Census (Inpatient)	Equals the average number of inpatients in the hospital on any given day or month.
Average Length of Stay (Inpatient)	Represents that average number of days that inpatients stay in the hospital.
Emergency Visits (Monthly Average)	Represents the number of patients who sought services at the emergency room.
Surgery Cases - Excluding G.I. (Monthly Average)	Equals the number of patients who had a surgical procedure(s) performed.
G.I. Cases (Monthly)	Number of patients who had a gastrointestinal exam performed.
Newborn Deliveries (Monthly)	Number of babies delivered.

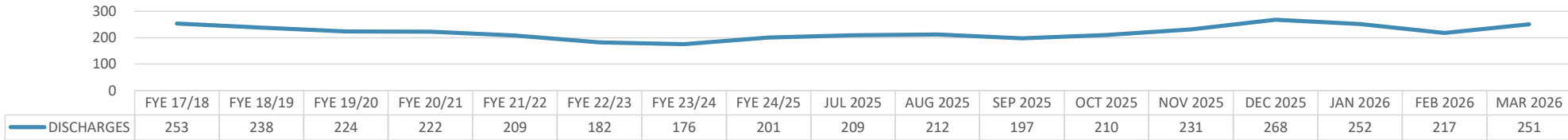
## **PRODUCTIVITY**

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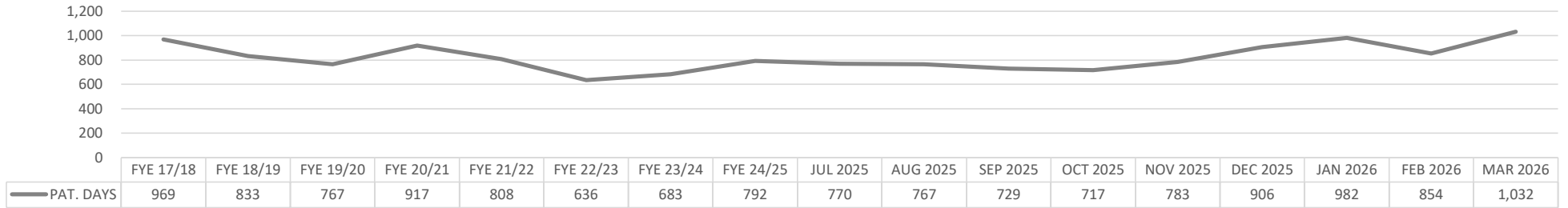
Worked FTEs ( includes Registry FTEs)	Represents an equivalency of full-time staff worked. One FTE is equivalent of working 40 hours per week, 80 hours per pay period, 173.3 hours per 30 day month, or 2,080 hours in a 52 week year. This calculation divides the number of hours worked by the number of hours in the respective work period (40, 80, etc.) Example: 340 hours worked in an 80 hour pay period = 4.25 FTE's
Worked FTES per APD	Divides the Total Worked FTE's by the daily average of the Adjusted Patient Days.
Paid FTEs ( includes Registry FTEs)	Represents an equivalency of full-time staff paid. One FTE is equivalent of working 40 hours per week, 80 hours per pay period, 173.3 hours per 30 day month, or 2,080 hours in a 52 week year. This calculation divides the number of hours paid (includes all hours paid consisting of worked hours, PTO hours, sick pay, etc.) by the number of hours in the respective work period (40, 80, etc.) Example: 500 hours paid in an 80 hour pay period = 6.25 FTE's.
Paid FTES per APD	Divides the Total Paid FTE's by the daily average of the Adjusted Patient Days.
ADJUSTED PATIENT DAYS	This is a blend of total patient days stayed in the hospital for a month, plus an equivalency factor (based on average inpatient revenue per patient day) applied to the outpatient revenues in order to account for outpatient workloads.

# SAN GORGONIO MEMORIAL HOSPITAL

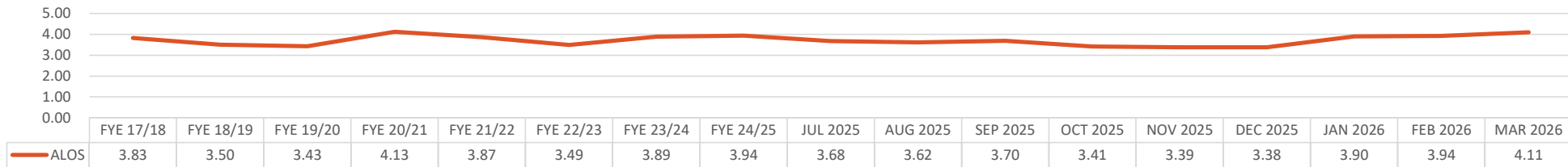
## INPATIENT DISCHARGES



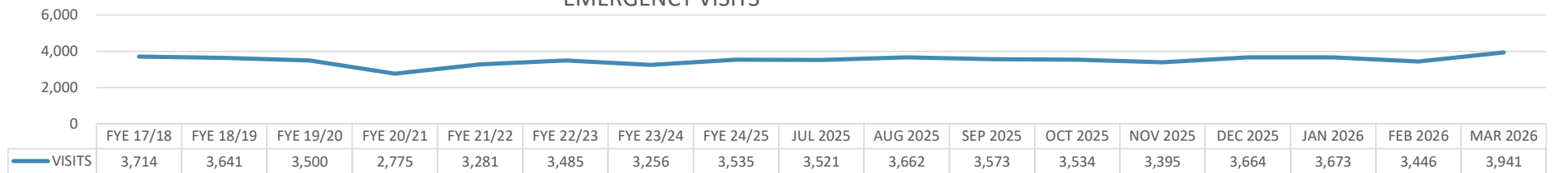
## INPATIENT DAYS



## AVERAGE LENGTH OF STAY

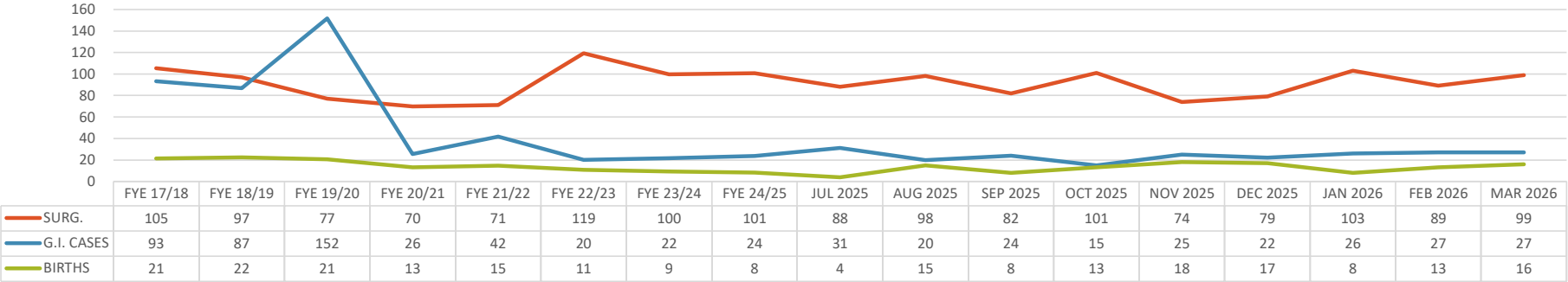


## EMERGENCY VISITS

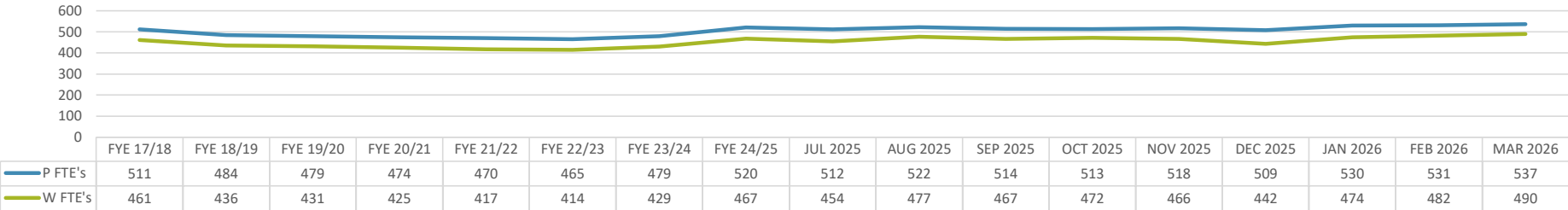


# SAN GORGONIO MEMORIAL HOSPITAL

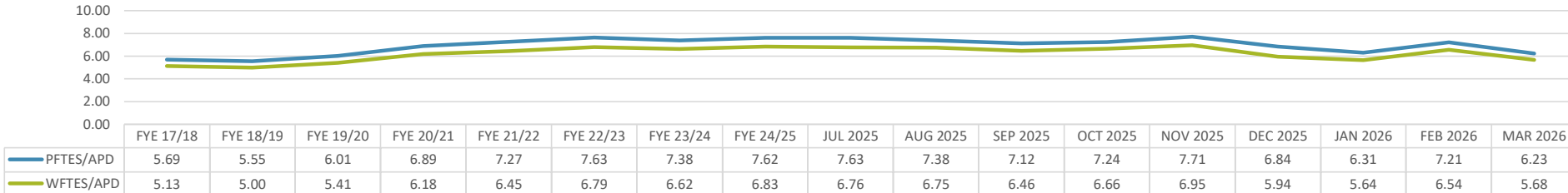
### SURGERY CASES, G.I. CASES, N/B DELIVERIES



### PAID & WORKED FTE'S



### PAID & WORKED FTE'S / ADJUSTED PATIENT DAY



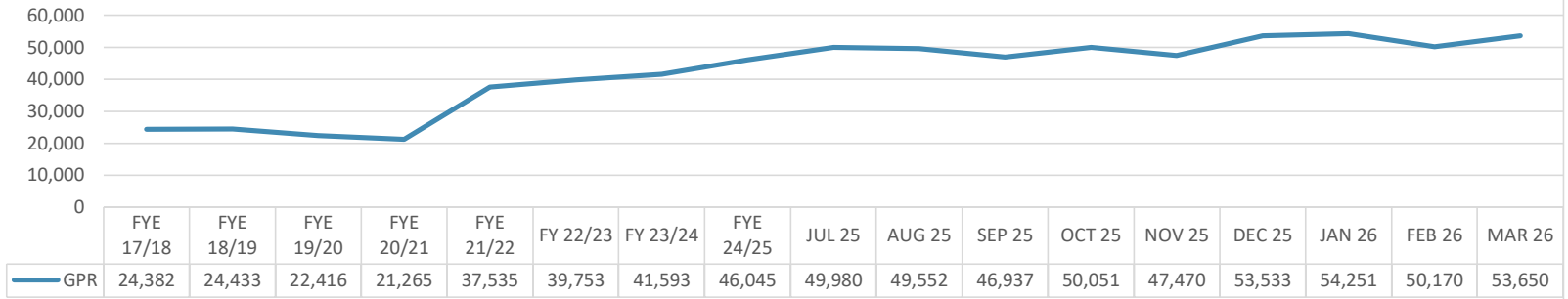
## **INCOME STATEMENT**

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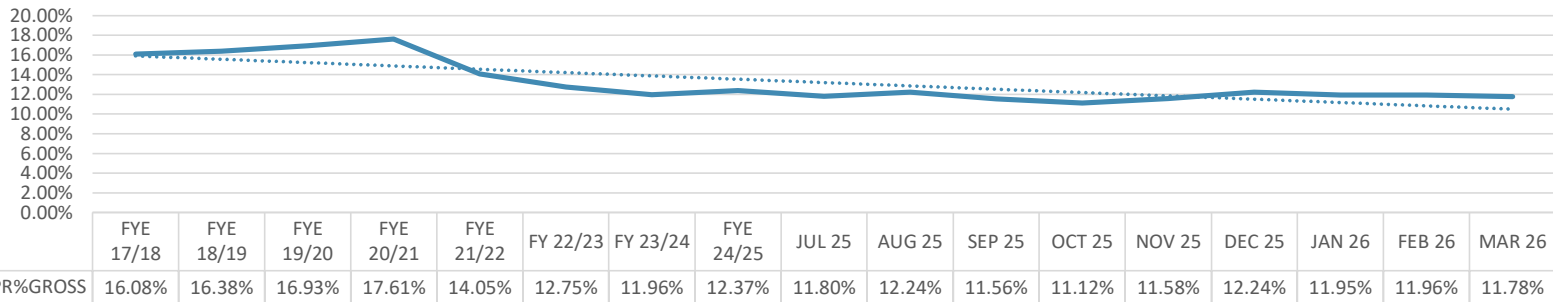
Gross Patient Revenue (000's) (Monthly Ave.)	Represents total charges (before discounts and allowances) made for all patient services provided.
Net Patient Revenue (NPR) (000's) (Monthly Ave.)	Equals the sum of all (patient) charges for services provided that are due to the hospital, less estimated adjustments for discounts and other contractual disallowances for which the patients may be entitled.
NPR as % of Gross	Reflects the percentage of Gross Patient Revenues (charges) that are expected to be collected. Calculated by dividing Net Patient Revenue by the Gross Patient Revenue.
Total Operating Revenue (000's) (Monthly Ave.)	This reflects all Revenues available for payment of Operating Expenses. This includes Net Patient Revenue plus all other forms of miscellaneous Revenues.
Salaries, Wages, Benefits & Contract Labor (000's) (Monthly Ave.)	Represents the total staffing expenses of the Hospital
SWB + Contract Labor as % of Total Operating Revenue	Identifies what portion the Operating Revenues are spent on staffing costs.
Total Operating Expense (TOE) (000's)(Monthly Ave.)	Operating Expense reflects all costs needed to fund the Hospital's business operations.
TOE as % of Total Operating Revenue	Identifies the relationship that Operating Expenses have to the Total Operating Revenues.
EBIDA (000's)(Monthly Average)	Earnings Before Interest, Depreciation, and Amortization. This reflects the difference between Net Operating Revenues and Total Operating Expense. This is a quick measurement of the Hospital's ability to meet its financial obligations and have additional funds for equipment replacement and future growth of the organization.
EBIDA as % of NPR	This measurement is a guage of the surplus (or deficit) of funds available for operations and future growth.
Net Patient Revenue vs. Total Labor Expense	This measurement illustrates that Net Patient Revenues basically only cover Total Labor Expense, and that all of the Other Revenues and Supplemental Incomes are necessary to cover the remaining operational Expenses and EBIDA required to operate the Hospital.
Operating Revenues (Normalized), Expenses, Staffing Expenses, and EBIDA (Normalized)	This graph illustrates the "normalization" of Operating Revenues and EBIDA, by reallocating proportionate Supplemental Revenues and related Expenses into the current month and YTD results.

# SAN GORGONIO MEMORIAL HOSPITAL

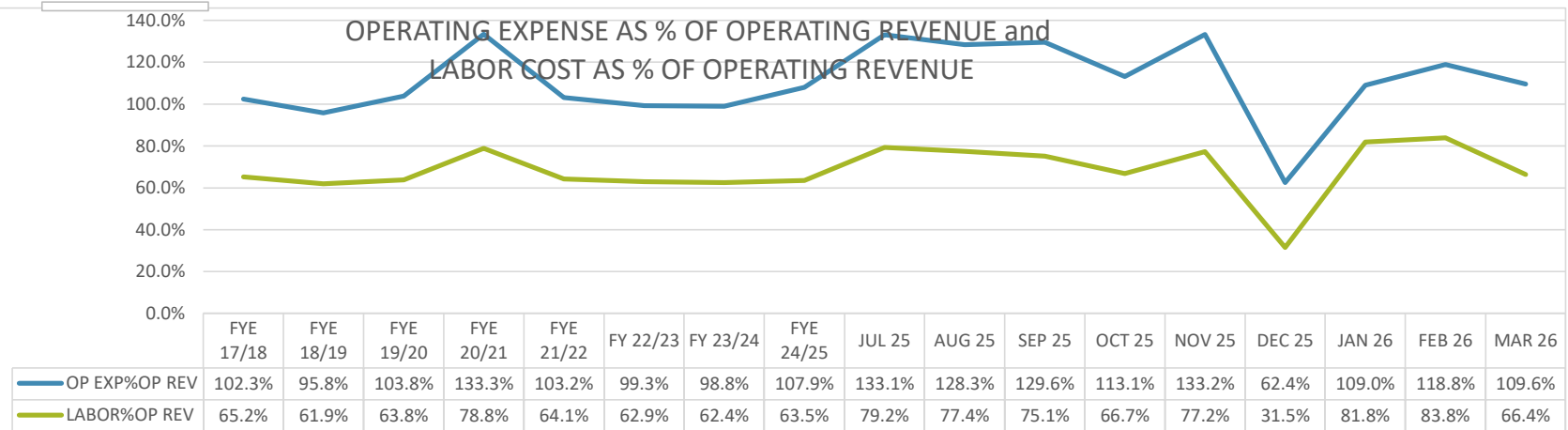
## GROSS PATIENT REVENUE (000's)



## NET PATIENT REVENUE AS % OF GROSS



## OPERATING EXPENSE AS % OF OPERATING REVENUE and LABOR COST AS % OF OPERATING REVENUE



# SAN GORGONIO MEMORIAL HOSPITAL

## OPERATING REVENUE, OPERATING EXPENSE, STAFFING EXPENSE, AND EBIDA

20,000

15,000

10,000

5,000

0

(5,000)

	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	FYE 21/22	FY 22/23	FY 23/24	FYE 24/25	JUL 25	AUG 25	SEP 25	OCT 25	NOV 25	DEC 25	JAN 26	FEB 26	MAR 26
OP REV	6,006	6,069	6,165	5,160	6,791	7,425	7,785	8,128	6,696	6,853	6,652	7,743	6,542	17,065	10,025	6,969	8,415
OP EXP	6,147	5,817	6,398	6,878	7,007	7,370	7,690	8,770	8,913	8,796	8,618	8,760	8,713	10,654	10,924	8,278	9,224
STAFF EXP	3,915	3,755	3,932	4,065	4,354	4,668	4,859	5,162	5,307	5,305	4,994	5,165	5,051	5,381	8,196	5,838	5,585
EBIDA	(141)	252	(233)	(1,719)	(216)	55	88	-696	(2,216)	(1,943)	(1,966)	(1,017)	(2,171)	6,411	(899)	(1,309)	(809)

## NET PATIENT REVENUE VS. TOTAL LABOR EXPENSE

9,000

8,000

7,000

6,000

5,000

4,000

3,000

2,000

1,000

0

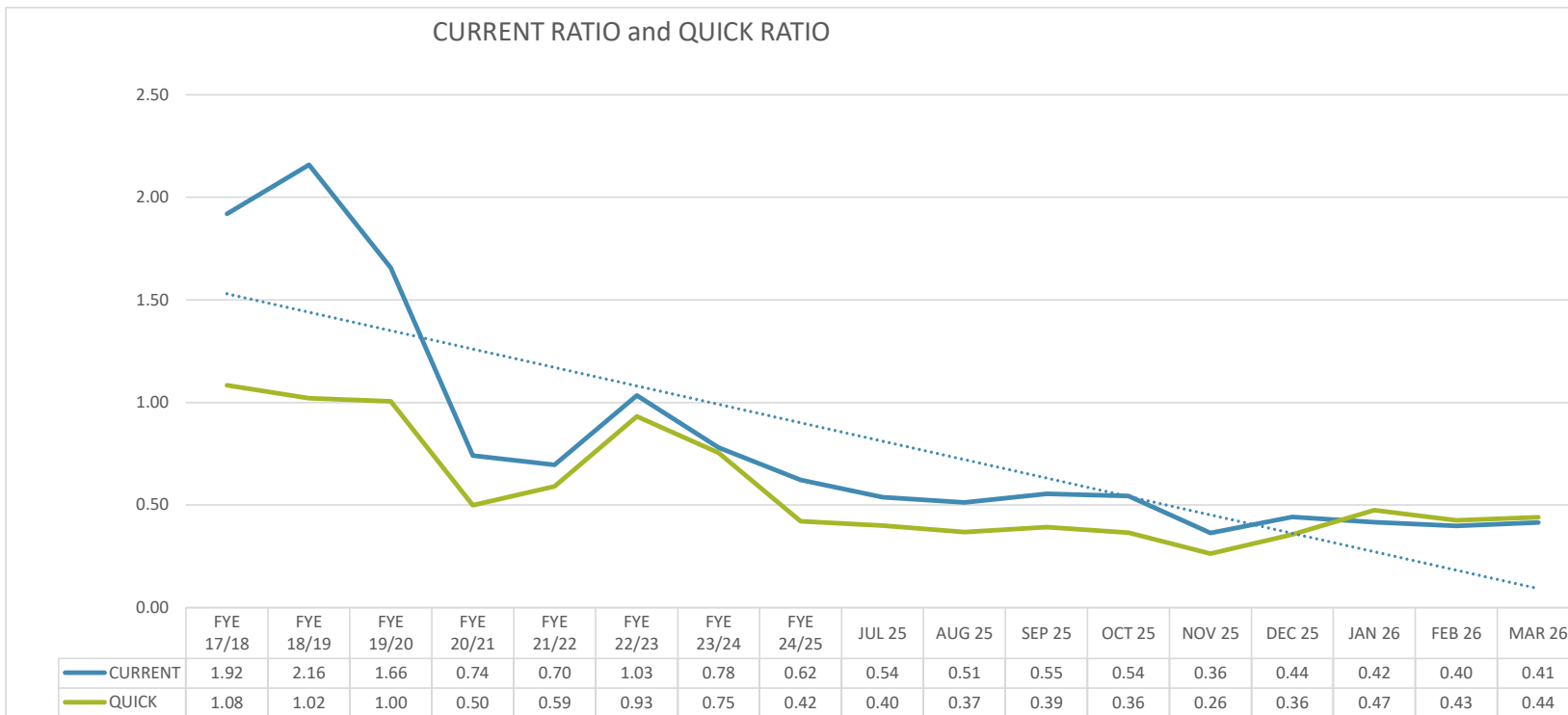
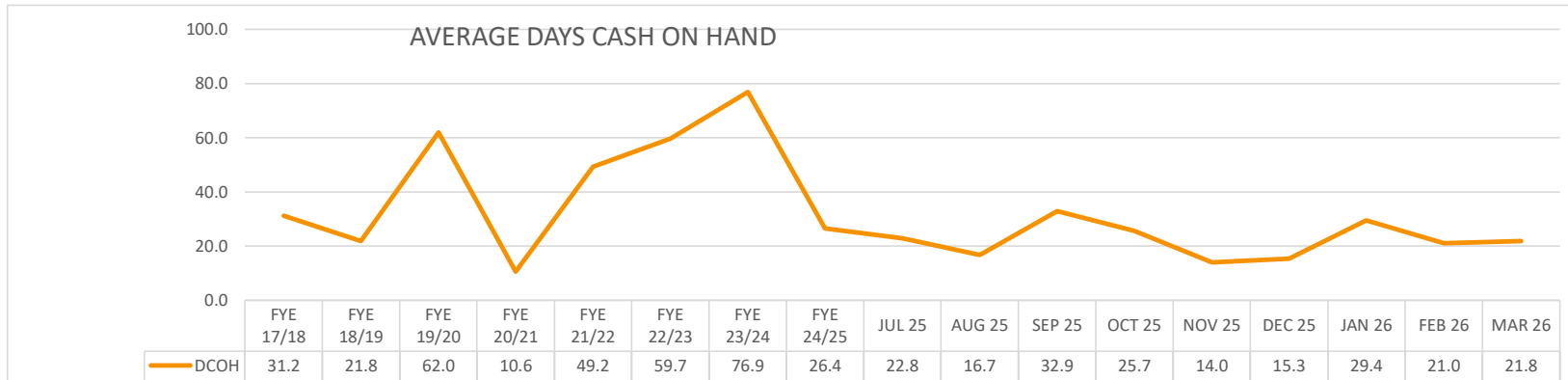
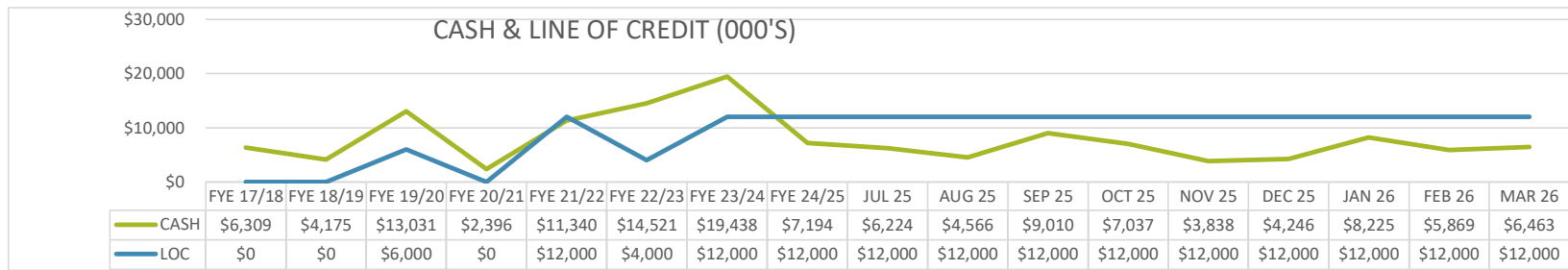
	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	FYE 21/22	FY 22/23	FY 23/24	FYE 24/25	JUL 25	AUG 25	SEP 25	OCT 25	NOV 25	DEC 25	JAN 26	FEB 26	MAR 26
NET PAT REV	3,921	4,003	3,795	3,744	5,275	5,067	4,975	5,694	5,899	6,066	5,424	5,565	5,497	6,554	6,485	5,998	6,319
LABOR EXP	3,915	3,755	3,932	4,065	4,354	4,668	4,859	5,162	5,307	5,305	4,994	5,165	5,051	5,381	8,196	5,838	5,585

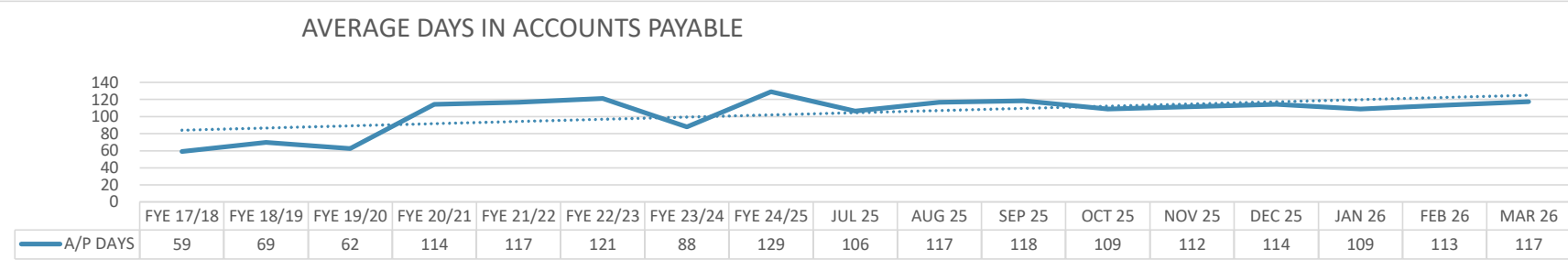
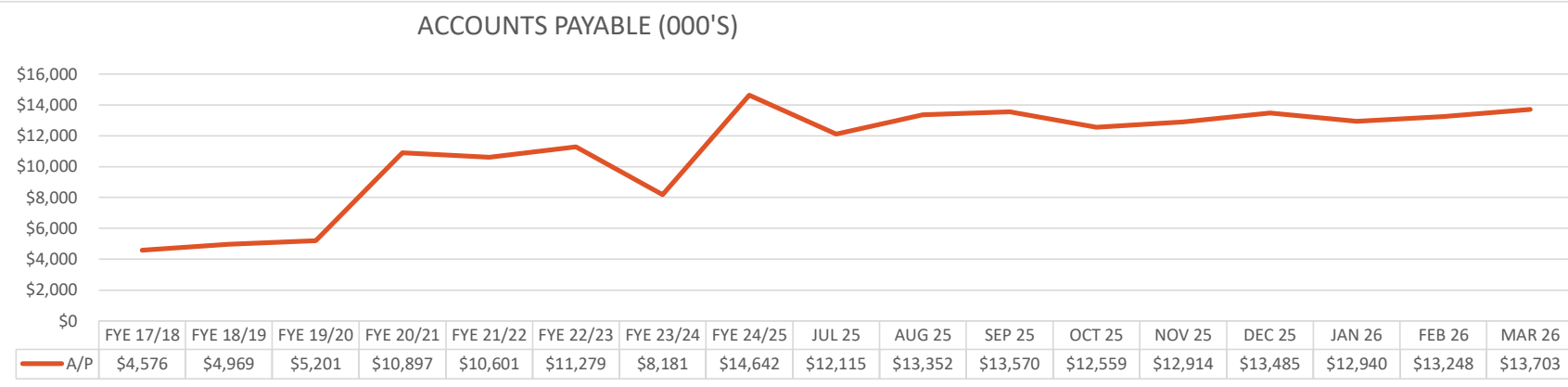
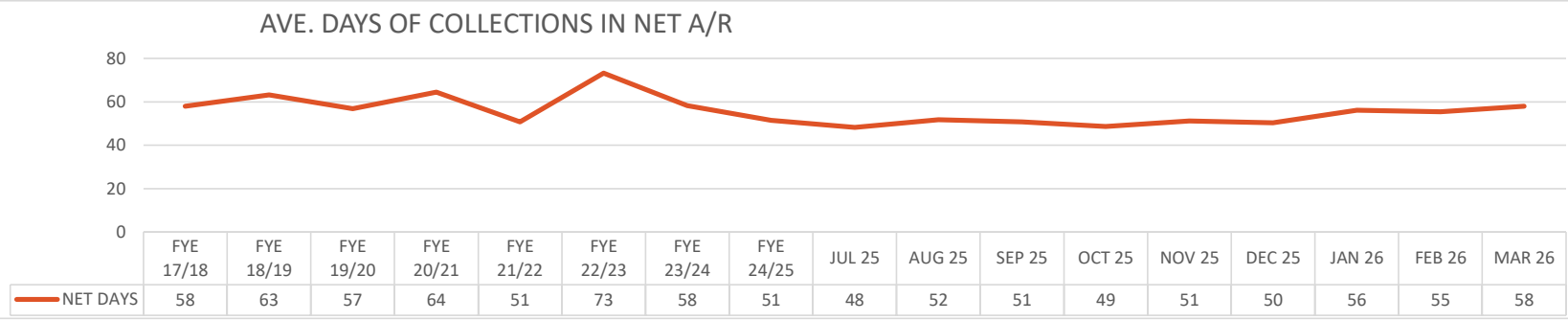
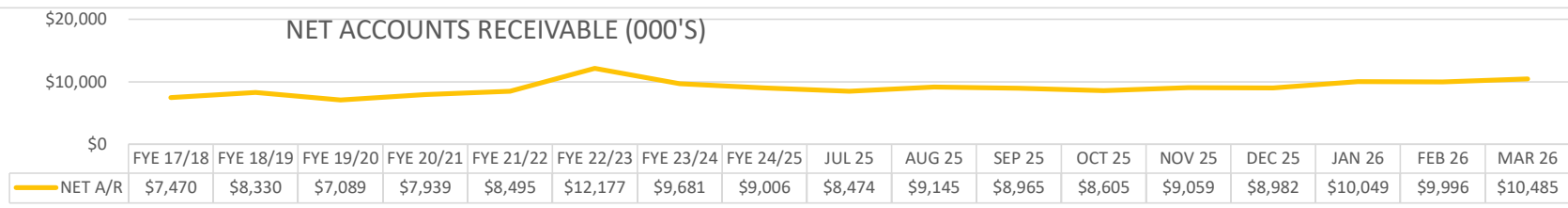
A	B	N	O	AP	BC	BD	BE	BF	BG	BH	BI	BJ	BK	BL
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL - BANNING, CA													
2														03/31/26
3		FYE 21/22	FYE 22/23	FYE 23/24	FYE 24/25	FYE 25/26	FYE 25/26	FYE 25/26	FYE 25/26	FYE 25/26	FYE 25/26	FYE 25/26	FYE 25/26	FYE 25/26
4			12	12	12									
5		MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH
6	<b>Gross Patient Revenue</b>													
7	Inpatient Revenue	\$ 16,603,390	\$ 14,171,780	\$ 14,394,934	\$ 17,450,067	\$ 18,818,009	\$ 17,662,082	\$ 15,582,506	\$16,631,194	\$18,194,549	\$21,401,854	\$20,845,254	\$19,088,197	\$21,120,574
8	Inpatient Psych/Rehab Revenue	0	-	-	-	-	-	-	-	-	-	-	-	-
9	Outpatient Revenue	20,932,075	25,575,741	27,197,604	28,549,917	31,161,777	31,890,150	31,354,337	33,420,037	29,275,357	32,130,813	33,405,997	31,081,773	32,529,362
10	Long Term Care Revenue	0	-	-	-	-	-	-	-	-	-	-	-	-
11	Home Health Revenue	0	0	-	-	-	-	-	-	-	-	-	-	-
12	<b>Total Gross Patient Revenue</b>	<b>37,535,465</b>	<b>39,747,521</b>	<b>41,592,538</b>	<b>45,999,984</b>	<b>49,979,786</b>	<b>49,552,232</b>	<b>46,936,843</b>	<b>50,051,231</b>	<b>47,469,906</b>	<b>53,532,667</b>	<b>54,251,251</b>	<b>50,169,970</b>	<b>53,649,936</b>
13														
14	<b>Deductions From Revenue</b>													
15	Discounts and Allowances	(31,267,149)	(33,545,205)	(35,678,219)	(39,128,491)	(42,822,943)	(42,231,759)	(40,139,373)	(43,304,970)	(40,891,041)	(45,663,804)	(46,316,545)	(42,989,198)	(46,023,126)
16	Bad Debt Expense	(1,045,570)	(1,047,941)	(884,929)	(1,083,498)	(1,144,928)	(1,066,874)	(1,032,730)	(1,113,578)	(1,028,511)	(1,185,865)	(1,193,549)	(1,103,317)	(1,208,235)
17	GI HMO Discounts	0	0	-	-	0	0	0	0	0	0	0	0	0
18	Charity Care	(136,947)	(97,443)	(54,157)	(94,415)	(112,535)	(187,753)	(340,661)	(68,039)	(53,607)	(129,297)	(256,608)	(79,577)	(99,522)
19	<b>Total Deductions From Revenue</b>	<b>(32,449,666)</b>	<b>(34,690,589)</b>	<b>(36,617,305)</b>	<b>(40,306,404)</b>	<b>(44,080,406)</b>	<b>(43,486,386)</b>	<b>(41,512,764)</b>	<b>(44,486,587)</b>	<b>(41,973,159)</b>	<b>(46,978,966)</b>	<b>(47,766,702)</b>	<b>(44,172,092)</b>	<b>(47,330,883)</b>
20		-86.5%	-87.3%	-88.0%	-88.2%	-88.2%	-87.8%	-88.0%	-88.4%	-88.0%	-88.0%	-88.0%	-88.0%	-88.2%
21	<b>Net Patient Revenue</b>	<b>5,085,799</b>	<b>5,056,932</b>	<b>4,975,233</b>	<b>5,693,580</b>	<b>5,899,380</b>	<b>6,065,846</b>	<b>5,424,079</b>	<b>5,564,644</b>	<b>5,496,747</b>	<b>6,553,701</b>	<b>6,484,549</b>	<b>5,997,878</b>	<b>6,319,053</b>
22														
23	<b>Non-Patient Revenues</b>													
24	Supplemental Revenues	501,407	941,881	1,994,148	1,767,021	47,902	0	438,116	1,342,112	292,249	9,718,955	2,895,006	190,968	1,369,475
25	Grants & Other Op Revenues	725,066	986,421	341,356	195,412	214,525	252,974	255,151	409,534	245,355	284,870	138,082	272,131	219,102
26	Clinic Net Revenues	0	0	-	-	0	0	0	0	0	0	0	0	0
27	Tax Subsidies Measure D/H	229,405	213,402	242,508	231,175	256,318	256,318	256,318	201,983	242,734	242,734	242,734	242,734	242,734
28	Tax Subsidies Prop 13	146,104	189,707	218,100	240,726	278,062	278,062	278,062	225,013	264,800	264,800	264,800	264,800	264,800
29	Tax Subsidies County Suplmtl Funds	25,561	2,308	13,938	-	0	0	0	0	0	0	0	0	0
30	<b>Non-Patient Revenues</b>	<b>1,627,542</b>	<b>2,333,719</b>	<b>2,810,051</b>	<b>2,434,334</b>	<b>796,807</b>	<b>787,354</b>	<b>1,227,647</b>	<b>2,178,642</b>	<b>1,045,138</b>	<b>10,511,359</b>	<b>3,540,622</b>	<b>970,633</b>	<b>2,096,111</b>
31														
32	<b>Total Operating Revenue</b>	<b>6,713,341</b>	<b>7,390,651</b>	<b>7,785,284</b>	<b>8,127,914</b>	<b>6,696,187</b>	<b>6,853,200</b>	<b>6,651,726</b>	<b>7,743,286</b>	<b>6,541,885</b>	<b>17,065,060</b>	<b>10,025,171</b>	<b>6,968,511</b>	<b>8,415,164</b>
33														
34	<b>Operating Expenses</b>													
35	Salaries and Wages	3,420,974	3,634,721	3,922,586	4,073,968	4,088,991	4,144,921	3,819,046	4,003,675	3,896,646	4,178,157	5,466,160	3,770,966	4,214,862
36	Fringe Benefits	830,599	938,301	816,313	854,537	927,259	901,788	883,246	880,453	858,919	883,761	1,044,919	711,759	934,809
37	Contract Labor	99,977	81,255	135,922	233,823	290,309	258,183	292,198	280,539	295,040	318,818	319,880	321,559	435,593
38	Physicians Fees	330,533	299,739	425,458	711,175	732,959	753,679	821,474	798,811	746,990	746,106	766,050	753,727	906,651
39	Purchased Services	892,521	863,657	968,088	1,212,055	1,181,191	1,069,654	1,156,139	1,145,523	1,160,930	1,584,027	1,307,697	1,176,935	1,322,197
40	Supply Expense	995,446	953,253	781,620	1,065,725	969,916	1,135,386	1,082,947	1,151,526	1,178,561	1,205,576	974,888	1,076,992	1,036,516
41	Utilities	111,192	93,037	104,674	102,574	133,288	133,110	118,004	121,507	94,043	126,919	90,927	46,511	28,575
42	Repairs and Maintenance	77,524	76,806	101,283	102,208	89,577	83,457	89,062	91,814	101,379	69,476	95,272	71,754	58,554
43	Insurance Expense	112,745	119,548	127,300	143,335	298,168	150,004	150,004	150,004	151,422	155,432	150,004	150,004	151,273
44	All Other Operating Expenses	101,142	151,928	114,358	165,558	91,247	90,638	128,515	165,054	140,701	224,635	333,554	149,188	94,629
45	IGT Expense	0	91,499	120,769	127,110	0	0	0	30,693	0	1,140,046	362,726	0	0
46	Leases and Rentals	37,952	99,514	90,298	69,039	109,701	75,060	77,111	(59,627)	88,586	20,776	11,673	48,359	40,062
47	1206 (b) CLINIC	0	0	-	-	0	0	0	0	0	0	0	0	0
48	<b>Total Operating Expenses</b>	<b>7,010,605</b>	<b>7,403,258</b>	<b>7,708,667</b>	<b>8,861,107</b>	<b>8,912,606</b>	<b>8,795,880</b>	<b>8,617,746</b>	<b>8,759,972</b>	<b>8,713,217</b>	<b>10,653,729</b>	<b>10,923,750</b>	<b>8,277,754</b>	<b>9,223,721</b>
49														
50	<b>EBIDA</b>	<b>(297,264)</b>	<b>(12,606)</b>	<b>76,617</b>	<b>(733,193)</b>	<b>(2,216,419)</b>	<b>(1,942,680)</b>	<b>(1,966,020)</b>	<b>(1,016,686)</b>	<b>(2,171,332)</b>	<b>6,411,331</b>	<b>(898,579)</b>	<b>(1,309,243)</b>	<b>(808,557)</b>
51														
52	<b>Interest, Depreciation, and Amortization</b>													
53	Depreciation Expense	472,317	495,039	547,393	451,967	458,308	457,590	484,719	463,594	463,446	457,630	455,945	455,801	463,518
54	Interest Expense	391,606	484,663	438,303	527,058	507,482	507,784	517,479	655,434	531,194	542,437	527,426	523,211	539,309
55	<b>Total Interest, Depr. &amp; Amort.</b>	<b>863,923</b>	<b>979,702</b>	<b>985,697</b>	<b>979,025</b>	<b>965,790</b>	<b>965,374</b>	<b>1,002,198</b>	<b>1,119,028</b>	<b>994,640</b>	<b>1,000,067</b>	<b>983,371</b>	<b>979,012</b>	<b>1,002,827</b>
56														
57	<b>Non-Operating Revenue:</b>													
58	Contributions & Other	25,068	132,587	483,520	356,470	177,566	185,015	93,238	135,222	125,825	716,576	205,789	64,337	920,944
59	Tax Subsidies for GO Bonds - M-A	616,059	660,979	1,074,156	745,407	646,409	646,409	646,409	646,409	646,409	646,409	646,409	646,409	646,409
60	<b>Total Non Operating Revenue/(Expense)</b>	<b>641,127</b>	<b>793,566</b>	<b>1,557,676</b>	<b>1,101,877</b>	<b>823,975</b>	<b>831,424</b>	<b>739,647</b>	<b>781,631</b>	<b>772,234</b>	<b>1,362,985</b>	<b>852,198</b>	<b>710,746</b>	<b>1,567,353</b>
61														
62	<b>Total Net Surplus/(Loss)</b>	<b>(520,060)</b>	<b>(198,742)</b>	<b>648,598</b>	<b>(610,340)</b>	<b>(2,358,234)</b>	<b>(2,076,630)</b>	<b>(2,228,571)</b>	<b>(1,354,083)</b>	<b>(2,393,738)</b>	<b>6,774,249</b>	<b>(1,029,752)</b>	<b>(1,577,509)</b>	<b>(244,031)</b>
63	Change in Interest in Foundation	0	0	-	-	0	0	0	0	0	0	0	0	0
64	Extra-Ordinary Income (Loss)	(284,792)	0	(231,988)	612,147	0	0	0	0	116,929	0	0	0	0
65	<b>Increase/(Decrease in Unrestricted Net Assets</b>	<b>\$ (804,852)</b>	<b>\$ (198,742)</b>	<b>\$ 416,610</b>	<b>\$ 1,807</b>	<b>\$ (2,358,234)</b>	<b>\$ (2,076,630)</b>	<b>\$ (2,228,571)</b>	<b>\$ (1,354,083)</b>	<b>\$ (2,276,809)</b>	<b>\$ 6,774,249</b>	<b>\$ (1,029,752)</b>	<b>\$ (1,577,509)</b>	<b>\$ (244,031)</b>
66														
67	<b>Total Profit Margin</b>	<b>-12.0%</b>	<b>-2.7%</b>	<b>5.4%</b>	<b>0.0%</b>	<b>-35.2%</b>	<b>-30.3%</b>	<b>-33.5%</b>	<b>-17.5%</b>	<b>-34.8%</b>	<b>39.7%</b>	<b>-10.3%</b>	<b>-22.6%</b>	<b>-2.9%</b>
68	<b>EBIDA %</b>	<b>-4.4%</b>	<b>-0.2%</b>	<b>1.0%</b>	<b>-9.0%</b>	<b>-33.1%</b>	<b>-28.3%</b>	<b>-29.6%</b>	<b>-13.1%</b>	<b>-33.2%</b>	<b>37.6%</b>	<b>-9.0%</b>	<b>-18.8%</b>	<b>-9.6%</b>
69														
70														
71	<b>Actual EBIDA for Month</b>					<b>(2,216,419)</b>	<b>(1,942,680)</b>	<b>(1,966,020)</b>	<b>(1,016,686)</b>	<b>(2,171,332)</b>	<b>6,411,331</b>	<b>(898,579)</b>	<b>(1,309,243)</b>	<b>(808,557)</b>
72	Adjustments to EBIDA to account for Cash Impact of GASB Lease Reclassification					(67,233)	(67,233)	(67,233)	(67,233)	(67,233)	(67,233)	(67,233)	(67,233)	(67,233)
73	Adjustment for Normalization of Supplemental Income Incl DSH & P4P (Net of Current Month Receipts)					1,287,197	1,287,197	1,287,197	1,287,197	1,287,197	1,287,197	1,287,197	1,287,197	1,287,197
74	Adjustment for Current Month Receipts for Remaining Months of FY					(35,927)	(328,687)	(1,006,584)	(219,187)	(7,289,216)	(2,171,255)	(143,226)	(1,027,106)	(1,027,106)
75	Effective EBIDA after Normalization of Supplementals & Adjustments for Cash Outlays for Leases					<b>(1,032,382)</b>	<b>(722,716)</b>	<b>(1,074,643)</b>	<b>(803,306)</b>	<b>(1,170,555)</b>	<b>342,079</b>			

**BALANCE SHEET (Period End)**

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Cash (000's)	Represents all unrestricted cash in the bank at each month-end.
Days Cash on Hand	Calculated by dividing amount of Cash on Hand by the historical average daily amount of cash requirements to cover operating expenses.
Accounts Receivable - Net (000's)	Equals the sum of all (patient) accounts that are due to the hospital, less estimated adjustments for discounts and other contractual disallowances for which the patients may be entitled.
A/R Days - Net	This measures the average number of days it takes to collect payment of the Net Accounts Receivable. Lower values are desired.
Current Ratio (Current Assets/Current Liabilities)	A measure that illustrates the ability for the hospital to pay its obligations that come due over the course of the next year. The greater the Current Assets as compared to the Current Liabilities, the stronger position the organization is in to pay its upcoming obligations. Desired position is greater than 1:00 to 1:00, preferably at least 1:25 to 1:00 or greater.
Quick Ratio	This measures the Cash + Net Accounts Receivable compared to the Current Liabilities. Desired ratio is greater than 1.00 : 1.00.
Accounts Payable (000's)	Reflects payment obligations of the Hospital as of a point in time. Excludes Loans, Payroll and other Debt obligations. Lower values are desired.
Accounts Payable Days	Reflects the average number of days that it takes to pay routine bills. Lower numbers are desired. Calculated by dividing the Accounts Payable amount by the historical average daily cost of routine expenses.
Line of Credit Balance (000's)	The amount that is currently borrowed from a lending institution as of a given point in time.





	A	B	C	D	E	F	G	H	I	J
1	<b>SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT &amp; HOSPITAL</b>				<b>NOTE: UNFAVORABLE VARIANCES SHOW AS NEGATIVES</b>					
2	<b>KEY WORKKLOAD UNITS - CURRENT MONTH</b>		<b>MARCH 2025 ACTUAL</b>	<b>MARCH 2026 ACTUAL</b>	<b>VARIANCE MARCH 2026 TO MARCH 2025</b>	<b>PER CENTAGE VARIANCE MARCH 2026 TO MARCH 2025</b>		<b>MARCH 2026 BUDGET</b>	<b>VARIANCE MARCH 2026 ACTUAL TO BUDGET</b>	<b>PER CENTAGE VARIANCE MARCH 2026 ACTUAL TO BUDGET</b>
3	<b>TOTAL ACUTE PATIENT DAYS</b>		846	1,032	186	22.0%		945	87	9.2%
4										
5	<b>AVERAGE DAILY CENSUS</b>		27.3	33.3	6.0	22.0%		30.5	2.8	9.2%
6										
7	<b>AVERAGE ACUTE LENGTH OF STAY</b>		3.69	4.11	0.4	11.3%		3.95	0.16	4.0%
8										
9	<b>PATIENT DISCHARGES</b>		229	251	22	9.6%		239	12	5.0%
10										
11	<b>ADJUSTED PATIENT DAYS</b>		2,122	2,621	499	23.5%		2,298	323	14.1%
12										
13	<b>OBSERVATION COUNT</b>		370	324	(46)	-12.4%		398	(74)	-18.7%
14										
15	<b>TOTAL EMERGENCY ROOM VISITS</b>		3,692	3,941	249	6.7%		3,747	194	5.2%
16										
17	<b>AVERAGE EMERGENCY VISITS PER DAY</b>		119.1	127.1	8.0	6.7%		120.9	6	5.2%
18										
19	<b>TOTAL SURGERIES (EXCLUDING G.I.'S)</b>		103	99	(4)	-3.9%		99	0	0.0%
20										
21	<b>DELIVERIES/BIRTHS</b>		5	16	11	220.0%		22	(6)	-27.3%
22										
23	<b>OUTPATIENT REGISTRATIONS (EXCLUDING EMERGENCY)</b>		464	611	147	31.7%		617	(6)	-1.0%
24										
25	<b>CASE MIX INDEX</b>		1.6248	1.5191	(0.1057)	-6.5%		1.5868	(0.0677)	-4.3%
26										
27										

	A	B	C	D	E	F	G	H	I	J
1	<b>SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT &amp; HOSPITAL</b>				<b>NOTE: UNFAVORABLE VARIANCES SHOW AS NEGATIVES</b>					
2	<b>KEY WORKKLOAD UNITS - YTD</b>		<b>MARCH 2025 YTD ACTUAL</b>	<b>MARCH 2026 YTD ACTUAL</b>	<b>VARIANCE MARCH 2026 TO MARCH 2025</b>	<b>PER CENTAGE VARIANCE MARCH 2026 TO MARCH 2025</b>		<b>MARCH 2026 YTD BUDGET</b>	<b>VARIANCE MARCH 2026 YTD ACTUAL TO BUDGET</b>	<b>PER CENTAGE VARIANCE YTD MARCH 2026 ACTUAL TO BUDGET</b>
3	<b>TOTAL ACUTE PATIENT DAYS</b>		7,035	7,540	505	7.2%		7,929	(389)	-4.9%
4										
5	<b>AVERAGE DAILY CENSUS</b>		25.7	27.5	1.8	7.2%		28.9	(1.4)	-4.9%
6										
7	<b>AVERAGE ACUTE LENGTH OF STAY</b>		3.90	3.68	(0.2)	-5.5%		3.87	(0.19)	-4.8%
8										
9	<b>PATIENT DISCHARGES</b>		1,805	2,047	242	13.4%		2,049	(2)	-0.1%
10										
11	<b>ADJUSTED PATIENT DAYS</b>		18,452	20,296	1,844	10.0%		20,064	232	1.2%
12										
13	<b>OBSERVATION COUNT</b>		3,333	3,571	238	7.1%		3,576	(5)	-0.2%
14										
15	<b>TOTAL EMERGENCY ROOM VISITS</b>		31,927	32,409	482	1.5%		33,632	(1,223)	-3.6%
16										
17	<b>AVERAGE EMERGENCY VISITS PER DAY</b>		116.5	118.3	1.8	1.5%		122.7	(4)	-3.6%
18										
19	<b>TOTAL SURGERIES (EXCLUDING G.I.'S)</b>		896	813	(83)	-9.3%		873	(60)	-6.9%
20										
21	<b>DELIVERIES/BIRTHS</b>		70	109	39	55.7%		128	(19)	-14.8%
22										
23	<b>OUTPATIENT REGISTRATIONS (EXCLUDING EMERGENCY)</b>		4,458	5,037	579	13.0%		5,562	(525)	-9.4%
24										
25	<b>CASE MIX INDEX</b>		1.5804	1.4838	(0.0967)	-6.1%		1.5868	(0.1030)	-6.5%
26										
27										





	A	B	C	D	E	F	G	H	I	J	K	L	M
1	<b>SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT &amp; HOSPITAL (2026 Amounts are Unaudited)</b>											April 17, 2026	
2	<b>BALANCE SHEET</b>								<b>PY Ending Balance Jun 25 ACT</b>	<b>Jan 26 Act</b>	<b>Feb 26 Act</b>	<b>Mar 26 Act</b>	<b>VARIANCE to Prior Month</b>
3													
4	**	<b>TOTAL ASSETS</b>							<b>115,681,801</b>	<b>110,484,698</b>	<b>107,558,429</b>	<b>108,338,200</b>	<b>779,771</b>
5		<b>CURRENT ASSETS</b>							<b>19,760,860</b>	<b>16,083,108</b>	<b>14,883,357</b>	<b>15,939,328</b>	<b>1,055,971</b>
6		<b>ASSETS WHICH USE IS LIMITED</b>							<b>19,870,955</b>	<b>19,674,213</b>	<b>18,087,730</b>	<b>18,187,342</b>	<b>99,612</b>
7		<b>NET PROPERTY, PLANT, AND EQUIPMENT</b>							<b>74,707,982</b>	<b>73,405,518</b>	<b>73,268,840</b>	<b>72,896,386</b>	<b>(372,454)</b>
8		<b>OTHER ASSETS</b>							<b>1,342,004</b>	<b>1,321,859</b>	<b>1,318,502</b>	<b>1,315,144</b>	<b>(3,358)</b>
9													
10		<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>							<b>115,681,818</b>	<b>110,484,730</b>	<b>107,558,456</b>	<b>108,338,222</b>	<b>779,766</b>
11		<b>TOTAL LIABILITIES</b>							<b>149,326,886</b>	<b>146,321,394</b>	<b>144,972,629</b>	<b>145,996,426</b>	<b>1,023,797</b>
12		<b>CURRENT LIABILITES</b>							<b>36,774,313</b>	<b>38,593,145</b>	<b>37,322,967</b>	<b>38,513,041</b>	<b>1,190,074</b>
13		<b>LONG TERM LIABILITIES</b>							<b>112,552,573</b>	<b>107,728,249</b>	<b>107,649,662</b>	<b>107,483,385</b>	<b>(166,277)</b>
14		<b>NET ASSETS</b>											
15		<b>NET ASSETS - UNRESTRICTED</b>							<b>(33,645,068)</b>	<b>(35,836,664)</b>	<b>(37,414,173)</b>	<b>(37,658,204)</b>	<b>(244,031)</b>
16	<b>** Slight variances due to "rounding"</b>												
17													

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT &amp; HOSPITAL</b>									<b>NOTE: UNFAVORABLE VARIANCES SHOW AS NEGATIVES</b>							
2	<b>INCOME STATEMENT - CURRENT MONTH</b>									<b>March 2025 ACTUAL</b>	<b>March 2026 ACTUAL</b>	<b>VARIANCE March 2026 TO March 2025</b>	<b>PERCENTAGE VARIANCE March 2026 TO March 2025</b>		<b>March 2026 BUDGET</b>	<b>VARIANCE March 2026 ACTUAL TO BUDGET</b>	<b>PERCENTAGE VARIANCE March 2026 ACTUAL TO BUDGET</b>
3	<b>NET INCOME</b>								(888,227)	(244,031)	644,196	72.5%		(1,044,533)	800,502	76.6%	
4	<b>EBIDA</b>								(1,513,012)	(808,557)	704,455	46.6%		(784,809)	(23,748)	-3.0%	
5																	
6	<b>NET OPERATING REVENUE</b>								<b>7,465,629</b>	<b>8,415,164</b>	<b>949,535</b>	<b>12.7%</b>		<b>8,622,849</b>	<b>(207,685)</b>	<b>-2.4%</b>	
7	<b>NET PATIENT REVENUE</b>								<b>6,211,902</b>	<b>6,319,053</b>	<b>107,151</b>	<b>1.7%</b>		<b>6,404,422</b>	<b>(85,369)</b>	<b>-1.3%</b>	
8	GROSS REVENUE FROM PATIENT SERVICES								47,991,655	53,649,936	5,658,281	11.8%		52,399,825	1,250,111	2.4%	
9	TOTAL INPATIENT REVENUE								19,135,305	21,120,574	1,985,269	10.4%		21,557,975	(437,401)	-2.0%	
10	TOTAL OUTPATIENT REVENUE								28,856,350	32,529,362	3,673,012	12.7%		30,841,850	1,687,512	5.5%	
11	DEDUCTIONS FROM REVENUE								(41,779,753)	(47,330,883)	(5,551,130)	13.3%		(45,995,403)	(1,335,480)	2.9%	
12	<b>OTHER OPERATING REVENUE</b>								<b>1,253,727</b>	<b>2,096,111</b>	<b>842,384</b>	<b>67.2%</b>		<b>2,218,427</b>	<b>(122,316)</b>	<b>-5.5%</b>	
13	OTHER REVENUE - RATE RANGE								0	0	0	0.0%		0	0	0.0%	
14	OTHER REVENUE - OTHER SUPPLEMENTALS								571,089	1,351,975	780,886	136.7%		1,351,975	0	0.0%	
15	OTHER REVENUE - DSH								0	0	0	0.0%		0	0	0.0%	
16	OTHER REVENUE - P4P								0	17,500	17,500	0.0%		17,500	0	0.0%	
17	OTHER REVENUE - OTHER								180,700	219,102	38,402	21.3%		264,589	(45,487)	-17.2%	
18	OPERATING TAX REVENUES								501,938	507,534	5,596	1.1%		584,363	(76,829)	-13.1%	
19																	
20	<b>TOTAL OPERATING EXPENSE</b>								<b>8,978,641</b>	<b>9,223,721</b>	<b>(245,080)</b>	<b>-2.7%</b>		<b>9,407,658</b>	<b>183,937</b>	<b>2.0%</b>	
21	TOTAL LABOR EXPENSE								5,237,262	5,585,264	(348,002)	-6.6%		5,553,618	(31,646)	-0.6%	
22	WAGES								4,180,993	4,214,862	(33,869)	-0.8%		4,427,304	212,442	4.8%	
23	EMPLOYEE BENEFITS								857,373	934,809	(77,436)	-9.0%		894,385	(40,424)	-4.5%	
24	CONTRACT LABOR								198,896	435,593	(236,697)	-119.0%		231,929	(203,664)	-87.8%	
25	PHYSICIAN FEES								590,946	906,651	(315,705)	-53.4%		828,953	(77,698)	-9.4%	
26	PURCHASED SERVICES								1,154,464	1,322,197	(167,733)	-14.5%		1,153,509	(168,688)	-14.6%	
27	SUPPLY EXPENSE								1,566,884	1,036,516	530,368	33.8%		1,278,168	241,652	18.9%	
28	UTILITIES								107,105	28,575	78,530	73.3%		106,476	77,901	73.2%	
29	REPAIRS AND MAINTENANCE								44,614	58,554	(13,940)	-31.2%		93,629	35,075	37.5%	
30	INSURANCE								145,119	151,273	(6,154)	-4.2%		176,718	25,445	14.4%	
31	OTHER EXPENSES								72,102	94,629	(22,527)	-31.2%		134,957	40,328	29.9%	
32	LEASE AND RENTALS								60,145	40,062	20,083	33.4%		81,630	41,568	50.9%	
33																	
34	<b>NON-OPERATING REVENUE &amp; EXPENSE</b>																
35	<b>TOTAL NON-OPERATING REVENUE &amp; EXPENSE</b>								<b>1,561,259</b>	<b>1,567,353</b>	<b>6,094</b>	<b>0.4%</b>		<b>780,613</b>	<b>786,740</b>	<b>100.8%</b>	
36	OTHER NON-OPERATING REVENUE								827,915	920,944	93,029	11.2%		134,204	786,740	586.2%	
37	NON-OPERATING INTEREST INCOME								81,271	62,754	(18,517)	-22.8%		84,204	(21,450)	-25.5%	
38	NON-OPERATING DONATIONS/GAIN ON SALE								746,644	858,190	111,546	14.9%		50,000	808,190	1616.4%	
39	NON-OPERATING TAX REVENUE								733,344	646,409	(86,935)	-11.9%		646,409	0	0.0%	
40	EXTRAORDINARY REVENUE								0	0	0	0.0%		0	0	0.0%	
41											0						
42	<b>TOTAL INTEREST &amp; DEPRECIATION</b>								<b>936,474</b>	<b>1,002,827</b>	<b>(66,353)</b>	<b>-7.1%</b>		<b>1,040,337</b>	<b>37,510</b>	<b>3.6%</b>	
43	DEPRECIATION								467,391	463,518	3,873	0.8%		516,726	53,208	10.3%	
44	INTEREST								469,083	539,309	(70,226)	-15.0%		523,611	(15,698)	-3.0%	
45																	
46																	

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	<b>SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT &amp; HOSPITAL</b>										<b>NOTE: UNFAVORABLE VARIANCES SHOW AS NEGATIVES</b>						
2	<b>INCOME STATEMENT - 9 MONTHS YTD</b>										<b>March 2025 YTD ACTUAL</b>	<b>March 2026 YTD ACTUAL</b>	<b>YTD VARIANCE March 2026 TO March 2025</b>	<b>PERCENTAGE YTD VARIANCE March 2026 TO March 2025</b>	<b>March 2026 YTD BUDGET</b>	<b>VARIANCE March 2026 YTD ACTUAL TO BUDGET</b>	<b>PERCENTAGE VARIANCE YTD March 2026 ACTUAL TO BUDGET</b>
3	<b>NET INCOME</b>										<b>(7,671,495)</b>	<b>(6,371,370)</b>	<b>1,300,125</b>	<b>16.9%</b>	<b>(7,016,899)</b>	<b>645,529</b>	<b>9.2%</b>
4	<b>EBIDA</b>										<b>(6,011,598)</b>	<b>(5,918,185)</b>	<b>93,413</b>	<b>1.6%</b>	<b>(6,387,890)</b>	<b>469,705</b>	<b>7.4%</b>
5																	
6	<b>NET OPERATING REVENUE</b>										<b>73,153,499</b>	<b>76,960,190</b>	<b>3,806,691</b>	<b>5.2%</b>	<b>77,696,460</b>	<b>(736,270)</b>	<b>-0.9%</b>
7	<b>NET PATIENT REVENUE</b>										<b>49,424,723</b>	<b>53,805,877</b>	<b>4,381,154</b>	<b>8.9%</b>	<b>54,239,071</b>	<b>(433,194)</b>	<b>-0.8%</b>
8	GROSS REVENUE FROM PATIENT SERVICES										409,787,816	455,593,822	45,806,006	11.2%	455,902,031	(308,209)	-0.1%
9	TOTAL INPATIENT REVENUE										155,498,045	169,344,219	13,846,174	8.9%	180,021,090	(10,676,871)	-5.9%
10	TOTAL OUTPATIENT REVENUE										254,289,771	286,249,603	31,959,832	12.6%	275,880,941	10,368,662	3.8%
11	DEDUCTIONS FROM REVENUE										(360,363,093)	(401,787,945)	(41,424,852)	11.5%	(401,662,960)	(124,985)	0.0%
12	<b>OTHER OPERATING REVENUE</b>										<b>23,728,776</b>	<b>23,154,313</b>	<b>(574,463)</b>	<b>-2.4%</b>	<b>23,457,389</b>	<b>(303,076)</b>	<b>-1.3%</b>
13	OTHER REVENUE - RATE RANGE										13,986,036	12,565,829	(1,420,207)	-10.2%	12,397,831	167,998	1.4%
14	OTHER REVENUE - OTHER SUPPLEMENTALS										2,311,633	2,637,766	326,133	14.1%	2,635,042	2,724	0.1%
15	OTHER REVENUE - DSH										76,989	143,938	66,949	87.0%	61,098	82,840	135.6%
16	OTHER REVENUE - P4P										1,290,060	947,250	(342,810)	-26.6%	947,250	0	0.0%
17	OTHER REVENUE - OTHER										1,603,317	2,291,724	688,407	42.9%	2,156,901	134,823	6.3%
18	OPERATING TAX REVENUES										4,460,741	4,567,806	107,065	2.4%	5,259,267	(691,461)	-13.1%
19																	
20	<b>TOTAL OPERATING EXPENSE</b>										<b>79,165,097</b>	<b>82,878,375</b>	<b>(3,713,278)</b>	<b>-4.7%</b>	<b>84,084,350</b>	<b>1,205,975</b>	<b>1.4%</b>
21	TOTAL LABOR EXPENSE										46,883,736	48,422,456	(1,538,720)	-3.3%	48,738,482	316,026	0.6%
22	WAGES										37,512,648	37,583,424	(70,776)	-0.2%	39,057,748	1,474,324	3.8%
23	EMPLOYEE BENEFITS										7,858,000	8,026,913	(168,913)	-2.1%	7,830,320	(196,593)	-2.5%
24	CONTRACT LABOR										1,513,088	2,812,119	(1,299,031)	-85.9%	1,850,414	(961,705)	-52.0%
25	PHYSICIAN FEES										4,724,387	7,026,447	(2,302,060)	-48.7%	7,460,577	434,130	5.8%
26	PURCHASED SERVICES										10,728,161	11,104,293	(376,132)	-3.5%	10,143,286	(961,007)	-9.5%
27	SUPPLY EXPENSE										9,710,086	9,812,308	(102,222)	-1.1%	10,950,609	1,138,301	10.4%
28	UTILITIES										1,017,405	892,884	124,521	12.2%	1,024,930	132,046	12.9%
29	REPAIRS AND MAINTENANCE										1,014,274	750,345	263,929	26.0%	832,067	81,722	9.8%
30	INSURANCE										1,310,293	1,506,315	(196,022)	-15.0%	1,516,464	10,149	0.7%
31	OTHER EXPENSES										3,034,551	2,951,626	82,925	2.7%	2,683,265	(268,361)	-10.0%
32	LEASE AND RENTALS										742,204	411,701	330,503	44.5%	734,670	322,969	44.0%
33																	
34	<b>NON-OPERATING REVENUE &amp; EXPENSE</b>																
35	<b>TOTAL NON-OPERATING REVENUE &amp; EXPENSE</b>										<b>7,601,929</b>	<b>8,559,122</b>	<b>957,193</b>	<b>12.6%</b>	<b>8,550,980</b>	<b>8,142</b>	<b>0.1%</b>
36	OTHER NON-OPERATING REVENUE										2,663,815	2,624,512	(39,303)	-1.5%	2,733,299	(108,787)	-4.0%
37	NON-OPERATING INTEREST INCOME										764,323	578,513	(185,810)	-24.3%	757,836	(179,323)	-23.7%
38	NON-OPERATING DONATIONS/GAIN ON SALE										1,899,492	2,045,999	146,507	7.7%	1,975,463	70,536	3.6%
39	NON-OPERATING TAX REVENUE										4,600,010	5,817,681	1,217,671	26.5%	5,817,681	0	0.0%
40	EXTRAORDINARY REVENUE										338,104	116,929	(221,175)	-65.4%	0	116,929	0.0%
41													0				
42	<b>TOTAL INTEREST &amp; DEPRECIATION</b>										<b>9,261,826</b>	<b>9,012,307</b>	<b>249,519</b>	<b>2.7%</b>	<b>9,179,989</b>	<b>167,682</b>	<b>1.8%</b>
43	DEPRECIATION										3,898,073	4,160,551	(262,478)	-6.7%	4,467,490	306,939	6.9%
44	INTEREST										5,363,753	4,851,756	511,997	9.5%	4,712,499	(139,257)	-3.0%
45																	
46																	
47																	
48																	

	A	B	C	D	E	F	G	H	I	J	K	L	M
1	<b>SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT &amp; HOSPITAL (2026 Amounts are Unaudited)</b>												April 17, 2026
2	<b>BALANCE SHEET</b>								<b>PY Ending Balance Jun 25 ACT</b>	<b>Jan 26 Act</b>	<b>Feb 26 Act</b>	<b>Mar 26 Act</b>	<b>VARIANCE to Prior Month</b>
3													
4	<b>** TOTAL ASSETS</b>								<b>115,681,801</b>	<b>110,484,698</b>	<b>107,558,429</b>	<b>108,338,200</b>	<b>779,771</b>
5	<b>CURRENT ASSETS</b>								<b>19,760,860</b>	<b>16,083,108</b>	<b>14,883,357</b>	<b>15,939,328</b>	<b>1,055,971</b>
6	CASH & EQUIVALENTS								6,224,163	8,224,865	5,868,802	6,463,289	594,487
7	NET PATIENT ACCOUNTS RECEIVABLE								8,474,173	10,049,467	9,995,669	10,484,990	489,321
8	HOSPITAL ACCOUNTS RECEIVABLE								84,805,393	96,500,830	94,092,584	99,245,116	5,152,532
9	LESS: ALLOWANCE FOR BAD DEBTS								(76,331,220)	(86,451,363)	(84,096,915)	(88,760,126)	(4,663,211)
10	OTHER CURRENT ASSETS								5,062,524	(2,191,224)	(981,114)	(1,008,951)	(27,837)
11	TAXES RECEIVABLE								1,678,328	201,862	1,059,952	2,165,721	1,105,769
12	MISC RECEIVABLE								1,088,553	(4,353,479)	(3,890,818)	(4,799,216)	(908,398)
13	DUE FROM 3RD PARTIES								(1,144,609)	(994,131)	(967,124)	(1,193,045)	(225,921)
14	INVENTORIES								2,531,615	2,588,905	2,555,700	2,549,081	(6,619)
15	PREPAID EXPENSES								908,637	365,619	261,176	268,508	7,332
16													
17	<b>ASSETS WHICH USE IS LIMITED</b>								<b>19,870,955</b>	<b>19,674,213</b>	<b>18,087,730</b>	<b>18,187,342</b>	<b>99,612</b>
18	<b>NET PROPERTY, PLANT, AND EQUIPMENT</b>								<b>74,707,982</b>	<b>73,405,518</b>	<b>73,268,840</b>	<b>72,896,386</b>	<b>(372,454)</b>
19	PROPERTY, PLANT, AND EQUIPMENT								172,921,806	174,402,266	174,721,389	175,927,684	1,206,295
20	LAND & LAND IMPROVEMENTS								4,714,814	8,091,366	8,091,366	8,091,366	0
21	BUILDINGS & BUILDING IMPROVEMENTS								137,475,441	116,880,119	116,880,119	116,880,119	0
22	FIXED EQUIPMENT								28,405,499	45,236,234	45,235,660	46,235,077	977,417
23	CONSTRUCTION IN PROGRESS								2,326,052	4,194,547	4,492,244	4,721,122	228,878
24	LESS: ACCUMULATED DEPRECIATION								(98,213,824)	(100,996,748)	(101,452,549)	(103,031,298)	(1,578,749)
25	<b>OTHER ASSETS</b>								<b>1,342,004</b>	<b>1,321,859</b>	<b>1,318,502</b>	<b>1,315,144</b>	<b>(3,358)</b>
26													
27	<b>TOTAL LIABILITIES &amp; FUND BALANCE</b>								<b>115,681,818</b>	<b>110,484,730</b>	<b>107,558,456</b>	<b>108,338,222</b>	<b>779,766</b>
28	<b>TOTAL LIABILITIES</b>												
29	<b>CURRENT LIABILITES</b>								<b>36,774,313</b>	<b>38,593,145</b>	<b>37,322,967</b>	<b>38,513,041</b>	<b>1,190,074</b>
30	ACCOUNTS PAYABLE								12,115,104	12,940,265	13,248,014	13,702,593	454,579
31	PAYROLL PAYABLES								5,232,143	5,914,570	5,871,148	6,229,803	358,655
32	SALARIES & WAGES PAYABLE								1,518,269	2,083,250	2,209,087	2,658,317	449,230
33	PAYROLL TAXES & DEDUCTIONS PAYABLE								538,148	372,232	255,853	156,455	(99,398)
34	ACCRUED PTO & SICK DAYS PAYABLE								3,175,726	3,459,088	3,406,208	3,415,031	8,823
35	LINE OF CREDIT								12,082,667	12,101,207	12,136,394	12,161,195	24,801
36	OTHER CURRENT LIABILITIES								7,344,399	7,637,103	6,067,411	6,419,450	352,039
37	ACCRUED INTEREST PAYABLE								2,294,229	2,209,846	639,469	1,031,160	391,691
38	OTHER CURRENT LIABILITIES								7,344,399	7,637,103	6,067,411	6,419,450	352,039
39	DEBT - CURRENT								4,076,038	4,442,094	4,442,094	4,442,094	0
40													
41	<b>LONG TERM LIABILITIES</b>								<b>112,552,573</b>	<b>107,728,249</b>	<b>107,649,662</b>	<b>107,483,385</b>	<b>(166,277)</b>
42													
43	<b>NET ASSETS</b>								<b>(33,645,068)</b>	<b>(35,836,664)</b>	<b>(37,414,173)</b>	<b>(37,658,204)</b>	<b>(244,031)</b>
44	<b>NET ASSETS - UNRESTRICTED</b>								<b>(33,645,068)</b>	<b>(35,836,664)</b>	<b>(37,414,173)</b>	<b>(37,658,204)</b>	<b>(244,031)</b>
45	NET ASSETS - BEGINNING OF PERIOD								(31,286,834)	(31,286,834)	(31,286,834)	(31,286,834)	0
46	CURRENT YEAR NET GAIN/(LOSS)								(2,358,234)	(4,549,830)	(6,127,339)	(6,371,370)	(244,031)
47													
48	<b>** Slight variances due to "rounding"</b>												
49													

	B	C	D	E	F	G	H
1	<b>SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT &amp; HOSPITAL</b>						
2						(UNAUDITED)	(UNAUDITED)
3	Note: These amounts do not include General Obligation Bonds Taxes & Payments					<b>Current Month</b>	<b>Y-T-D</b>
4						<b>3/31/2026</b>	<b>3/31/2026</b>
5	<b>BEGINNING CASH BALANCES</b>						
6		Cash: Beginning Balances- Hospital				\$ 5,847,503	\$ 5,294,242
7		Cash: Beginning Balances- District				21,299	1,900,024
8		Cash: Beginning Balances Totals				<b>\$ 5,868,802</b>	<b>\$ 7,194,266</b>
9							
10	<b>Receipts</b>						
11		Patient Collections				\$ 5,796,592	\$ 52,365,418
12		Tax Subsidies/Measure D/Prop 13				507,534	\$ 4,567,806
13		Misc Tax Subsidies					\$ -
14		Donations/Grants/Loans				-	\$ 1,319,654
15		Supplemental Funding (Rate Range, Etc.)				1,369,475	\$ 15,856,667
16		Draws/(Paydown) of LOC Balances					\$ -
17		Other Revenues/Receipts/Transfers				219,102	\$ 15,218,481
18	<b>TOTAL RECEIPTS</b>					<b>\$ 7,892,703</b>	<b>\$ 89,328,026</b>
19							
20	<b>Disbursements</b>						
21		Wages, Benefits, & Contract Labor				\$ 5,585,264	\$ 47,194,013
22		Other Operating Costs				3,638,457	\$ 34,455,919
23		Capital Spending				1,206,295	\$ 3,190,384
24		Debt Service Payments (Excl.G/O Bonds)				90,670	\$ 695,410
25		Other - Changes in A/P, IGT's, Other Rcvbls, Etc.				(3,222,470)	\$ 4,523,277
26	<b>TOTAL DISBURSEMENTS</b>					<b>\$ 7,298,216</b>	<b>\$ 90,059,003</b>
27							
28	<b>TOTAL CHANGE in CASH</b>					<b>\$ 594,487</b>	<b>\$ (730,977)</b>
29							
30	<b>ENDING CASH BALANCES</b>						
31		Ending Balances- Hospital				\$ 6,445,153	\$ 6,445,153
32		Ending Balances- District				18,136	18,136
33		Ending Balances- Totals				<b>\$ 6,463,289</b>	<b>\$ 6,463,289</b>
34							
35							
36							
37	LOC Current Balances					\$ 12,161,195	\$ 12,161,195
38	<b>4/20/2026</b>						
39							
40	Page 23						

POLICIES AND PROCEDURES FOR BOARD APPROVAL - District Board Meeting April 28, 2026

	<b>Title</b>	<b>Policy Area</b>	<b>Owner</b>	<b>Revised? Unchanged?</b>
1	Arterial Puncture	Respiratory Therapy	Caruso, Nicole: RespiratoryTherapy Manager	Revised
2	Bad Debt	Patient Financial Services	Cox, Mayda: Director Financial Services	Unchanged
3	Behavior Expectations for Patients, Patient Representatives, and Visitors	Security	Hunter, Joey: Director Emergency Preparedness, EOC & Security	Revised
4	Binding Employment Arbitration Policy	Human Resources	Karam, Annah: Chief Human Resources Officer	Revised
5	Blood Gas Machine Method Comparison (Correlation) Studies	Respiratory Therapy	Caruso, Nicole: RespiratoryTherapy Manager	Revised
6	Blood Gas Specimen Labeling, Handling And Transport	Respiratory Therapy	Caruso, Nicole: RespiratoryTherapy Manager	Revised
7	Charity Care and Financial Assistance	Patient Financial Services	Cox, Mayda: Director Financial Services	Revised
8	Cuff Care of Patients Requiring Mechanical Ventilation	Respiratory Therapy	Caruso, Nicole: RespiratoryTherapy Manager	Revised
9	Diagnostic Imaging Preventative Maintenance	Diagnostic Imaging	Chamberlin, Krystal: Director Diagnostic Imaging	Revised
10	Early Resolution After a Harm Event	Risk	Valdez, Ana: Director of Risk and Quality Assurance	New
11	Equipment Guidelines for New Equipment	Facilities	Sanchez, Salvador: Director of Engineering	Revised
12	Fire Prevention	Facilities	Sanchez, Salvador: Director of Engineering	Revised
13	High Flow Oxygen System	Respiratory Therapy	Caruso, Nicole: RespiratoryTherapy Manager	Revised

POLICIES AND PROCEDURES FOR BOARD APPROVAL - District Board Meeting April 28, 2026

	Title	Policy Area	Owner	Revised? Unchaged?
14	Identifying Protected Health Information (PHI)	HIPAA Privacy	Whitley, Ariel: Executive Assistant	Revised
15	Missed And Refused ABGs	Respiratory Therapy	Caruso, Nicole: RespiratoryTherapy Manager	Revised
16	Mitigation of Compromised Protected Health Information (PHI)	HIPAA Privacy	Whitley, Ariel: Executive Assistant	Revised
17	Occupied Patient Room Daily Cleaning	Environmental Services	Medrano, Felipe: Director of Environmental Services	Revised
18	Oxygen Mask Without Reservoir Bag	Respiratory Therapy	Caruso, Nicole: RespiratoryTherapy Manager	Revised
19	Patient Request for Restrictions of Use and Disclosures for Treatment, Payment and Healthcare Operations	HIPAA Privacy	Whitley, Ariel: Executive Assistant	Revised
20	Physical Environment of Care/Life Safety Committee Plan 2025-2026	Environment of Care	Sanchez, Salvador: Director of Engineering	Revised
21	Physical Environment of Care/Safety Committee	Environment of Care	Sanchez, Salvador: Director of Engineering	Revised
22	Plan for the Provision of Patient Care 2026 - 2027	Administration	Brady, Angela: Chief Nursing Executive	Revised
23	Procedure for Contacting the SOL Radiology Medical Group	Diagnostic Imaging	Chamberlin, Krystal: Director Diagnostic Imaging	Revised
24	Radiation Protection - Pregnant Patient	Radiation Safety Program	Chamberlin, Krystal: Director Diagnostic Imaging	Revised
25	Responsibility for Performance Improvement	Administration	Whitley, Ariel: Executive Assistant	Revised
26	Restraint Use for Voluntary or Involuntary Immobilization or Seclusion	Nursing	Freude, Gayle: Director Med/Surg/CM and SW and P&P Chairperson	Unchanged

POLICIES AND PROCEDURES FOR BOARD APPROVAL - District Board Meeting April 28, 2026

	<b>Title</b>	<b>Policy Area</b>	<b>Owner</b>	<b>Revised? Unchaged?</b>
27	Security Department Dress Code and Equipment	Security	Hunter, Joey: Director Emergency Preparedness, EOC & Security	Revised
28	Setting up and Care of Environmental Services (EVS) Cleaning Cart	Environmental Services	Medrano, Felipe: Director of Environmental Services	Revised
29	Surgical Services RN - Monitoring Local Anesthesia	Surgical Services	Castillo, Yubitza: Director of Surgical Services	Revised
30	USE OF FORCE	Security	Hunter, Joey: Director Emergency Preparedness, EOC & Security	New
31	Uses and Disclosures Where Consent, Authorization, or an Opportunity to Agree or Object Is Not Required	HIPAA Privacy	Whitley, Ariel: Executive Assistant	Revised