SAN GORGONIO
MEMORIAL HEALTHCARE
DISTRICT

# AGENDA

## REGULAR MEETING OF THE FINANCE COMMITTEE
## A COMMITTEE OF THE BOARD OF DIRECTORS

**Tuesday, September 29, 2026**
**2:30 PM**
**Administration Boardroom**
**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) 769-2101. **Notification 48 hours prior to the meeting** will enable the Hospital to make reasonable arrangement to ensure accessibility to this meeting. [28 CFR 35.02-35.104 ADA Title II].

| | | | TAB |
|---|---|---|---|
| I. | Call to Order | R. Rader | |
| II. | Public Comment | | |

A five-minute limitation shall apply to each member of the public who wishes to address the Finance Committee of the Hospital Board of Directors on any matter under the subject jurisdiction of the Committee. 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 Committee Action.) (PLEASE STATE YOUR NAME AND ADDRESS FOR THE RECORD.)

On behalf of the San Gorgonio Memorial Hospital Board of Directors, we want you to know that the Board/Committee acknowledges the comments or concerns that you direct to this Committee. While the Board/Committee may wish to occasionally respond immediately to questions or comments if appropriate, they often will instruct the CEO, or other Administrative Executive personnel, to do further research and report back to the Board/Committee 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/Committee 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/Committee's part; a response will be forthcoming.

**OLD BUSINESS**

| | | | |
|---|---|---|---|
| III. | *** Proposed Action – Approval of Minutes** | R. Rader | |
| | • August 25, 2026, regular meeting | | A |

**NEW BUSINESS**

| | | | |
|---|---|---|---|
| IV. | CEO Report | C. Bjornberg | verbal |
| V. | EMR Review – Update and Discussion | C. Bjornberg | verbal |
| VI. | *** Proposed Action – Recommend Approval to Healthcare District Board**<br>▪ **August 2026 Financial Report (Unaudited)**<br>▪ **ROLL CALL** | R. Marshall | B |
| VII. | Future Agenda Items | | |
| VIII. | Next Meeting – October 27, 2026 @ 2:30 PM | | |
| IX. | Adjournment | R. Rader | |

*** Requires Action**

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 Committee. Such records shall be available at the Hospital office located at 600 N. Highland Springs Avenue, Banning, CA 92220 during regular business hours, Monday through Friday, 8:00 am - 4:30 pm.

**Certification of Posting**

I certify that on September 25, 2026, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of San Gorgonio Memorial Healthcare District - Finance Committee, and on the San Gorgonio Memorial Hospital website said time being at least 72 hours in advance of the regular meeting of the Finance Committee *(Government Code Section 54954.2).*

Executed at Banning, California, September 25, 2026

Ariel Whitley

Ariel Whitley, Executive Assistant

# TAB A

MINUTES: Not Yet Approved by Committee

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

FINANCE COMMITTEE
August 25, 2026

The regular meeting of the San Gorgonio Memorial Healthcare District Board of Directors Finance Committee was held on Tuesday, August 25, 2026, in the Administration Boardroom, 600 N. Highland Springs Avenue, Banning, California.

Members Present: Pat Brown, Susan DiBiasi

Excused: Ron Rader

Required Staff: Chris Bjornberg (CEO), Angie Brady (CNO), John Peleuses (VP, Ancillary & Support Services), Ariel Whitley (Executive Assistant), Annah Karam (CHRO), Ryan Marshall (CFO)

| AGENDA ITEM | DISCUSSION | ACTION / FOLLOW-UP |
|---|---|---|
| **Call To Order** | Pat Brown called the meeting to order at 2:30 pm. | |
| **Public Comment** | No public comment. | |
| **OLD BUSINESS** | | |
| **Proposed Action - Approve Minutes**<br><br>**July 28, 2026, regular meeting** | Pat Brown asked for any changes or corrections to the minutes of the July 28, 2026, regular meeting. There were none. | **The minutes of the July 28, 2026, regular meeting will stand correct as presented.** |
| **NEW BUSINESS** | | |
| **CEO Report** | Chris Bjornberg, CEO, reported that an EMR grant application was submitted through California's Rural Health Transformation program. The grant has $12 million available, with a maximum of $2 million per recipient. | |
| **Conifer Health Solutions – Presentation**<br><br>**Proposed Action – Recommend Approval to Healthcare District Board – Discussion and Approval to Authorize Ryan Marshall and Christopher** | Conifer Health Systems Solutions presented their proposed services, which were delayed, allowing new leadership to better understand the hospital's needs. David Dawson (SVP, Client Success) and Deepali Narula (COO) introduced Conifer, a company created by Tenet in 2008 with 35 years of experience in revenue cycle operations. The proposal for San Gorgonio includes mid-cycle and back-end AR services, mirroring the current scope provided by Guidehouse, with a projected 12% reduction in the cost to collect and an annual cash lift of $1-1.5 million. | **M.S.C. (Brown/DiBiasi), the SGMHD Finance Committee voted to recommend approval of authorizing Ryan Marshall and Christopher Bjornberg to finalize terms and language of the Conifer contract to be presented at a future board meeting** |

| AGENDA ITEM | DISCUSSION | ACTION / FOLLOW-UP |
|---|---|---|
| **Bjornberg to finalize terms and language of the Conifer contract to be presented at a future board meeting for approval.** | **ROLL CALL:**<br><br>Brown – Yes; DiBiasi – Yes<br>Rader – Absent; Motion carried. | **for approval to the Healthcare District Board of Directors.** |
| **Proposed Action – Recommend Approval to the Healthcare District Board of Directors - Monthly Financial Report (Unaudited) – July 2026** | Ryan Marshall, CFO, reviewed the Unaudited July 2026 Finance Report. Items of note included that Inpatient Days, Adjusted Patient Days, and Outpatient Registrations were 29%, 18%, and 27% respectively over budget. ER visits were 4.5% under budget and Surgeries and Newborn Deliveries were significantly under budget. July's Supplemental Funding revenues were nominal as expected ($760). Other items to note are outlined in the Board Dashboard report.<br><br>**ROLL CALL:**<br><br>Brown – Yes; DiBiasi – Yes<br>Rader – Absent; Motion carried. | **M.S.C. (DiBiasi/Brown), the SGMHD Finance Committee voted to recommend approval of the Unaudited July 2026 Financial Report to the Healthcare District Board of Directors.** |
| **Proposed Action – Recommend Approval to the Healthcare District Board of Directors – Addendum #4 to the PSA between San Gorgonio Memorial Hospital, San Gorgonio Memorial Healthcare District and Jasleen Singh, MD, a Professional Corporation (Apna)** | An amendment to the PSA with Jazleen MD Professional Corp for OB coverage was recommended for approval to adjust payments to locum-equivalent rates, despite concerns over high costs relative to low delivery volumes.<br><br>**ROLL CALL:**<br><br>Brown – Yes; DiBiasi – Yes<br>Rader – Absent; Motion carried. | **M.S.C. (DiBiasi/Brown), the SGMHD Finance Committee voted to recommend approval of Addendum #4 to the PSA between San Gorgonio Memorial Hospital, San Gorgonio Memorial Healthcare District and Jasleen Singh, MD, a Professional Corporation (Apna) to the Healthcare District Board.** |
| **Future Agenda Items** | • None | |
| **Next Meeting** | The next regular Finance Committee meeting will be held on September 29, 2026 @ 2:30 pm. | |
| **Adjournment** | The meeting was adjourned at 3:48 pm. | |

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.

Minutes respectfully submitted by Ariel Whitley, Executive Assistant

# TAB B

# SAN GORGONIO MEMORIAL HOSPITAL
## BANNING, CALIFORNIA

**Unaudited Financial Statements**

**for**

**TWO MONTHS ENDING AUGUST 31, 2026**

## FY 2027

**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:
*Ryan Marshall*
**Ryan Marshall** **9/22/2026**

CFO

**San Gorgonio Memorial Hospital**
**Board Dashboard**
**Aug-26**

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2.50 | 2.74 | OP Factor | | 2.50 | 2.74 | | | 2.81 | | 2.73 | |
| | **Current Month** | | | | **Year To Date** | | | | **Prior Year** | | | |
| | **Actual** | **Budget** | **Units Var** | **% Var** | **Actual** | **Budget** | **Units Var** | **% Var** | **Month** | **% Growth** | **YTD** | **% Growth** |
| **Admissions** | 244 | 229 | 15 | 6.6% | 463 | 458 | 5 | 1.1% | 212 | 15.1% | 421 | 10.0% |
| **Adjusted Admissions** | 610 | 628 | (17) | -2.8% | 1,155 | 1,254 | (99) | -7.9% | 595 | 2.6% | 1,149 | 0.6% |
| **Adjusted Patient Days** | 2,761 | 2,215 | 546 | 24.7% | 5,336 | 4,397 | 939 | 21.4% | 2,150 | 28.4% | 4,193 | 27.3% |
| **ALOS** | 4.52 | 3.53 | (0.99) | -28.2% | 4.62 | 3.51 | (1.11) | -31.8% | 3.61 | -25.2% | 3.65 | -26.5% |
| **Total Surgeries** | 51 | 88 | (37) | -42.0% | 114 | 167 | (53) | -31.7% | 100 | -49.0% | 189 | -39.7% |
| **EBIDA** | (1,848) | (1,755) | (93) | -5.3% | (3,447) | (3,899) | 451 | 11.6% | (1,943) | 4.9% | (4,159) | 17.1% |
| **Normalized EBIDA [annualized Supplementals]** | 776 | 695 | 81 | 11.6% | 1,453 | 1,001 | 451 | 45.1% | (297) | 361.0% | (868) | 267.3% |
| **Net Operating Margin (%)** | -25.74% | -26.85% | 0 | 4.1% | -24.45% | -29.97% | 5.5% | 18.4% | -28.35% | 9.2% | -30.70% | 20.4% |
| **Net Coll. Rev per Adj. Adm.** | 10,560 | 9,300 | 1,260 | 13.5% | 10,899 | 9,208 | 1,691 | 18.4% | 10,198 | 3.5% | 10,417 | 4.6% |
| **Uncollect Exp % Net Pat Rev** | 16.4% | 19.5% | 3.1% | 16.0% | 17.1% | 19.5% | 2.5% | 12.7% | 17.6% | 7.0% | 18.5% | 7.8% |

**NORMALIZING ITEMS EBIDA:**

$2.45M = Rate Range $11.6M, Other Supp $15M, P4P/QIP $2.9M

$174K = Prior Month adjustments $137K Tenet & $37K Allscripts Fees.

**San Gorgonio Memorial Hospital**
**Board Dashboard**
**Aug-26**

| | Current Month | | | | Year To Date | | | | Prior Year | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | 2.50 | 2.74 | OP Factor | | 2.50 | 2.74 | | | 2.81 | | 2.73 | |
| | **Actual** | **Budget** | **Units Var** | **% Var** | **Actual** | **Budget** | **Units Var** | **% Var** | **Month** | **% Growth** | **YTD** | **% Growth** |
| **Paid FTE/AA** | [redacted] | | | | | | | | | | | |
| **Paid FTE/APD** | [redacted] | | | | | | | | | | | |
| **SWB/AA** | 8,523 | 7,748 | (775) | -10.0% | 8,958 | 7,828 | (1,129) | -14.4% | 8,919 | 4.4% | 9,238 | 3.0% |
| **SWB/APD** | 1,884 | 2,195 | 312 | 14.2% | 1,939 | 2,233 | 294 | 13.2% | 2,467 | 23.6% | 2,531 | 23.4% |
| **Supply Exp per Adj. Adm.** | 1,510 | 1,528 | 18 | 1.2% | 1,476 | 1,505 | 28 | 1.9% | 1,909 | 20.9% | 1,833 | 19.4% |
| **OCE/NCE Per Adj. Adm** | 4,762 | 3,938 | (824) | -20.9% | 4,757 | 4,145 | (611) | -14.7% | 3,960 | -20.2% | 4,346 | -9.5% |
| **Total Operating Expense Per Adj. Adm** | 14,794 | 13,214 | (1,580) | -12.0% | 15,190 | 13,478 | (1,712) | -12.7% | 14,788 | 0.0% | 15,417 | 1.5% |
| **Contract Labor** | 320 | 231 | (90) | -38.9% | 757 | 456 | (301) | -66.1% | 258 | -24.1% | 548 | -38.0% |

**San Gorgonio Memorial Hospital**

**Financial Report - Executive Summary – 09/22/26**
**For the Month of August 2026 and YTD Two Months Ended August 31, 2026 (Unaudited)**
**Unfavorable Variances Show as (Negatives)**

## Monthly Profit/Loss (EBIDA) Summary - Negative (comparison to Budget)

| INCOME STATEMENT - CURRENT MONTH | August 2025 ACTUAL | August 2026 ACTUAL | VARIANCE August 2026 TO August 2025 | PERCENTAGE VARIANCE August 2026 TO August 2025 | August 2026 BUDGET | VARIANCE August 2026 ACTUAL TO BUDGET | PERCENTAGE VARIANCE August 2026 ACTUAL TO BUDGET |
|---|---|---|---|---|---|---|---|
| NET INCOME | (2,076,630) | (1,674,678) | 401,952 | 19.4% | (1,800,574) | 125,896 | 7.0% |
| EBIDA | (1,942,680) | (1,848,397) | 94,283 | 4.9% | (1,755,265) | (93,132) | -5.3% |

## YTD Profit/Loss (EBIDA) Summary - Positive (comparison to Budget)

| INCOME STATEMENT - 2 MONTHS YTD | August 2025 YTD ACTUAL | August 2026 YTD ACTUAL | YTD VARIANCE August 2026 TO August 2025 | PERCENTAGE YTD VARIANCE August 2026 TO August 2025 | August 2026 YTD BUDGET | VARIANCE August 2026 YTD ACTUAL TO BUDGET | PERCENTAGE VARIANCE YTD August 2026 ACTUAL TO BUDGET |
|---|---|---|---|---|---|---|---|
| NET INCOME | (4,434,864) | (3,431,833) | 1,003,031 | 22.6% | (4,183,821) | 751,988 | 18.0% |
| EBIDA | (4,159,099) | (3,447,363) | 711,736 | 17.1% | (3,898,650) | 451,287 | 11.6% |

**Items of Note:**

- Inpatient Days, Adjusted Patient Days, and Outpatient Registrations were 29%, 25%, and 11% respectively over budget.
- E/R visits were 3.9% under budget and Surgeries and Newborn Deliveries were significantly under budget.
- No significant Supplemental Funding revenues observed.
- Other Items of Note are outlined in the Board Dashboard report.

**Monthly Workloads** – The following table illustrates the monthly Workload Units:

| 2 | KEY WORKLOAD UNITS - CURRENT MONTH | AUGUST 2025 ACTUAL | AUGUST 2026 ACTUAL | PRIOR YEAR VARIANCE | PRIOR YEAR PERCENTAGE VARIANCE | AUGUST 2026 BUDGET | VARIANCE TO BUDGET | PER CENTAGE VARIANCE TO BUDGET |
|---|---|---|---|---|---|---|---|---|
| 3 | TOTAL ACUTE PATIENT DAYS | 767 | 1,104 | 337 | 43.9% | 804 | 300 | 37.3% |
| 4 | | | | | | | | |
| 5 | AVERAGE DAILY CENSUS | 24.7 | 35.6 | 10.9 | 43.9% | 25.9 | 9.7 | 37.3% |
| 6 | | | | | | | | |
| 7 | AVERAGE ACUTE LENGTH OF STAY | 3.62 | 4.52 | 0.9 | 25.1% | 3.51 | 1.01 | 28.9% |
| 8 | | | | | | | | |
| 9 | PATIENT DISCHARGES | 212 | 244 | 32 | 15.1% | 229 | 15 | 6.6% |
| 10 | | | | | | | | |
| 11 | ADJUSTED PATIENT DAYS | 2,150 | 2,761 | 611 | 28.4% | 2,215 | 546 | 24.7% |
| 12 | | | | | | | | |
| 13 | OBSERVATION COUNT | 443 | 251 | (192) | -43.3% | 393 | (142) | -36.2% |
| 14 | | | | | | | | |
| 15 | TOTAL EMERGENCY ROOM VISITS | 3,662 | 3,576 | (86) | -2.3% | 3,723 | (147) | -3.9% |
| 16 | | | | | | | | |
| 17 | AVERAGE EMERGENCY VISITS PER DAY | 118.1 | 115.4 | (2.8) | -2.3% | 120.1 | (5) | -3.9% |
| 18 | | | | | | | | |
| 19 | TOTAL SURGERIES (EXCLUDING G.I.'S) | 100 | 51 | (49) | -49.0% | 88 | (37) | -42.0% |
| 20 | | | | | | | | |
| 21 | DELIVERIES/BIRTHS | 15 | 6 | (9) | -60.0% | 14 | (8) | -57.1% |
| 22 | | | | | | | | |
| 23 | OUTPATIENT REGISTRATIONS (EXCLUDING EMERGENCY AND CLINIC) | 604 | 664 | 60 | 9.9% | 598 | 66 | 11.0% |
| 24 | | | | | | | | |
| 25 | CASE MIX INDEX | 1.4813 | 1.6210 | 0.1397 | 9.4% | 1.4884 | 0.1326 | 8.9% |

**YTD Workloads** – The following table illustrates the YTD Workload Units:

| KEY WORKLOAD UNITS - YTD | AUGUST 2025 ACTUAL | AUGUST 2026 ACTUAL | PRIOR YEAR VARIANCE | PRIOR YEAR PERCENTAGE VARIANCE | AUGUST 2026 BUDGET | VARIANCE TO BUDGET | PER CENTAGE VARIANCE TO BUDGET |
|---|---|---|---|---|---|---|---|
| TOTAL ACUTE PATIENT DAYS | 1,498 | 2,113 | 615 | 41.1% | 1,552 | 561 | 36.1% |
| AVERAGE DAILY CENSUS | 24.2 | 34.1 | 9.9 | 41.1% | 25.0 | 9.0 | 36.1% |
| AVERAGE ACUTE LENGTH OF STAY | 3.56 | 4.56 | 1.0 | 28.3% | 3.39 | 1.18 | 34.7% |
| PATIENT DISCHARGES | 421 | 463 | 42 | 10.0% | 458 | 5 | 1.1% |
| ADJUSTED PATIENT DAYS | 4,193 | 5,336 | 1,143 | 27.3% | 4,397 | 939 | 21.4% |
| OBSERVATION COUNT | 826 | 600 | (226) | -27.4% | 777 | (177) | -22.8% |
| TOTAL EMERGENCY ROOM VISITS | 7,183 | 7,045 | (138) | -1.9% | 7,356 | (311) | -4.2% |
| AVERAGE EMERGENCY VISITS PER DAY | 115.9 | 113.6 | (2.2) | -1.9% | 118.6 | (5) | -4.2% |
| TOTAL SURGERIES (EXCLUDING G.I.'S) | 189 | 114 | (75) | -39.7% | 167 | (53) | -31.7% |
| DELIVERIES/BIRTHS | 19 | 13 | (6) | -31.6% | 26 | (13) | -50.0% |
| OUTPATIENT REGISTRATIONS (EXCLUDING EMERGENCY AND CLINIC) | 1,164 | 1,451 | 287 | 24.7% | 1,183 | 268 | 22.7% |
| CASE MIX INDEX | 1.5479 | 1.5720 | 0.0241 | 1.6% | 1.4884 | 0.0836 | 5.6% |

## Monthly Net Operating Revenues - Positive Variance

| INCOME STATEMENT - CURRENT MONTH | August 2025 ACTUAL | August 2026 ACTUAL | VARIANCE August 2026 TO August 2025 | PERCENTAGE VARIANCE August 2026 TO August 2025 | August 2026 BUDGET | VARIANCE August 2026 ACTUAL TO BUDGET | PERCENTAGE VARIANCE August 2026 ACTUAL TO BUDGET |
|---|---|---|---|---|---|---|---|
| **NET OPERATING REVENUE** | **6,853,200** | **7,180,724** | **327,524** | **4.8%** | **6,538,378** | **642,346** | **9.8%** |
| **NET PATIENT REVENUE** | **6,065,846** | **6,445,025** | **379,179** | **6.3%** | **5,837,010** | **608,015** | **10.4%** |
| GROSS REVENUE FROM PATIENT SERVICES | 49,552,232 | 50,779,157 | 1,226,925 | 2.5% | 51,445,096 | (665,939) | -1.3% |
| TOTAL INPATIENT REVENUE | 17,662,082 | 20,301,346 | 2,639,264 | 14.9% | 18,770,754 | 1,530,592 | 8.2% |
| TOTAL OUTPATIENT REVENUE | 31,890,150 | 30,477,811 | (1,412,339) | -4.4% | 32,674,342 | (2,196,531) | -6.7% |
| DEDUCTIONS FROM REVENUE | (43,486,386) | (44,334,132) | (847,746) | 1.9% | (45,608,086) | 1,273,954 | -2.8% |
| **OTHER OPERATING REVENUE** | **787,354** | **735,699** | **(51,655)** | **-6.6%** | **701,368** | **34,331** | **4.9%** |

## YTD Net Operating Revenues - Positive Variance

| INCOME STATEMENT - 2 MONTHS YTD | August 2025 YTD ACTUAL | August 2026 YTD ACTUAL | YTD VARIANCE August 2026 TO August 2025 | PERCENTAGE YTD VARIANCE August 2026 TO August 2025 | August 2026 YTD BUDGET | VARIANCE August 2026 YTD ACTUAL TO BUDGET | PERCENTAGE VARIANCE YTD August 2026 ACTUAL TO BUDGET |
|---|---|---|---|---|---|---|---|
| **NET OPERATING REVENUE** | **13,549,387** | **14,101,818** | **552,431** | **4.1%** | **13,009,303** | **1,092,515** | **8.4%** |
| **NET PATIENT REVENUE** | **11,965,226** | **12,591,490** | **626,264** | **5.2%** | **11,551,111** | **1,040,379** | **9.0%** |
| GROSS REVENUE FROM PATIENT SERVICES | 99,532,018 | 103,733,773 | 4,201,755 | 4.2% | 101,638,842 | 2,094,931 | 2.1% |
| TOTAL INPATIENT REVENUE | 36,480,091 | 41,573,404 | 5,093,313 | 14.0% | 37,108,274 | 4,465,130 | 12.0% |
| TOTAL OUTPATIENT REVENUE | 63,051,927 | 62,160,369 | (891,558) | -1.4% | 64,530,568 | (2,370,199) | -3.7% |
| DEDUCTIONS FROM REVENUE | (87,566,792) | (91,142,283) | (3,575,491) | 4.1% | (90,087,731) | (1,054,552) | 1.2% |
| **OTHER OPERATING REVENUE** | **1,584,161** | **1,510,328** | **(73,833)** | **-4.7%** | **1,458,192** | **52,136** | **3.6%** |

## Monthly Operating Expenses - Negative Variance

| INCOME STATEMENT - CURRENT MONTH | August 2025 ACTUAL | August 2026 ACTUAL | VARIANCE August 2026 TO August 2025 | PERCENTAGE VARIANCE August 2026 TO August 2025 | | August 2026 BUDGET | VARIANCE August 2026 ACTUAL TO BUDGET | PERCENTAGE VARIANCE August 2026 ACTUAL TO BUDGET |
|---|---|---|---|---|---|---|---|---|
| **TOTAL OPERATING EXPENSE** | **8,795,880** | **9,029,121** | **(233,241)** | **-2.7%** | | **8,293,643** | **(735,478)** | **-8.9%** |
| TOTAL LABOR EXPENSE | 5,304,892 | 5,201,452 | 103,440 | 1.9% | | 4,862,828 | (338,624) | -7.0% |
| WAGES | 4,144,921 | 3,964,274 | 180,647 | 4.4% | | 3,754,954 | (209,320) | -5.6% |
| EMPLOYEE BENEFITS | 901,788 | 916,792 | (15,004) | -1.7% | | 877,207 | (39,585) | -4.5% |
| CONTRACT LABOR | 258,183 | 320,386 | (62,203) | -24.1% | | 230,667 | (89,719) | -38.9% |
| PHYSICIAN FEES | 753,679 | 847,731 | (94,052) | -12.5% | | 787,508 | (60,223) | -7.6% |
| PURCHASED SERVICES | 1,069,654 | 1,580,011 | (510,357) | -47.7% | | 1,164,191 | (415,820) | -35.7% |
| SUPPLY EXPENSE | 1,135,386 | 921,487 | 213,899 | 18.8% | | 959,153 | 37,666 | 3.9% |
| UTILITIES | 133,110 | 137,871 | (4,761) | -3.6% | | 136,315 | (1,556) | -1.1% |
| REPAIRS AND MAINTENANCE | 83,457 | 69,015 | 14,442 | 17.3% | | 83,487 | 14,472 | 17.3% |
| INSURANCE | 150,004 | 146,719 | 3,285 | 2.2% | | 159,220 | 12,501 | 7.9% |
| OTHER EXPENSES | 90,638 | 88,606 | 2,032 | 2.2% | | 99,759 | 11,153 | 11.2% |
| LEASE AND RENTALS | 75,060 | 36,229 | 38,831 | 51.7% | | 41,182 | 4,953 | 12.0% |

**Monthly Expense Items of Note:** 1) Total Labor costs $338K (7.0%) over budget due to higher volume & LOS challenges increasing nursing care. Adjusted Patient Days were 21% over budget;
2) Purchased Services $416K over budget as prior month Tenet Fees $137K adjustment, $140K Allscripts adjustment, $55K increased Dialysis costs & $39K Reference Lab fees over;
3) Physician Fees $60K over budget, largely due to extra fees to cover OB call;
4) Supply Expense $38K under mostly due to lower pharmaceutical expense $29K;
5) Other expenses favorable $42K across Repairs $14K, Insurance $13K & $10K Dues/Subscriptions.

## YTD Operating Expenses - Negative Variance

| INCOME STATEMENT - 2 MONTHS YTD | August 2025 YTD ACTUAL | August 2026 YTD ACTUAL | YTD VARIANCE August 2026 TO August 2025 | PERCENTAGE YTD VARIANCE August 2026 TO August 2025 | | August 2026 YTD BUDGET | VARIANCE August 2026 YTD ACTUAL TO BUDGET | PERCENTAGE VARIANCE YTD August 2026 ACTUAL TO BUDGET |
|---|---|---|---|---|---|---|---|---|
| **TOTAL OPERATING EXPENSE** | **17,708,486** | **17,549,181** | **159,305** | **0.9%** | | **16,907,953** | **(641,228)** | **-3.8%** |
| TOTAL LABOR EXPENSE | 10,611,451 | 10,348,440 | 263,011 | 2.5% | | 9,820,337 | (528,103) | -5.4% |
| WAGES | 8,233,912 | 7,768,997 | 464,915 | 5.6% | | 7,644,160 | (124,837) | -1.6% |
| EMPLOYEE BENEFITS | 1,829,047 | 1,822,514 | 6,533 | 0.4% | | 1,720,408 | (102,106) | -5.9% |
| CONTRACT LABOR | 548,492 | 756,929 | (208,437) | -38.0% | | 455,769 | (301,160) | -66.1% |
| PHYSICIAN FEES | 1,486,638 | 1,722,716 | (236,078) | -15.9% | | 1,575,016 | (147,700) | -9.4% |
| PURCHASED SERVICES | 2,250,845 | 2,585,000 | (334,155) | -14.8% | | 2,316,508 | (268,492) | -11.6% |
| SUPPLY EXPENSE | 2,105,302 | 1,705,663 | 399,639 | 19.0% | | 1,887,533 | 181,870 | 9.6% |
| UTILITIES | 266,398 | 245,956 | 20,442 | 7.7% | | 272,684 | 26,728 | 9.8% |
| REPAIRS AND MAINTENANCE | 173,034 | 148,726 | 24,308 | 14.0% | | 165,825 | 17,099 | 10.3% |
| INSURANCE | 448,172 | 490,168 | (41,996) | -9.4% | | 515,169 | 25,001 | 4.9% |
| OTHER EXPENSES | 181,885 | 221,334 | (39,449) | -21.7% | | 272,517 | 51,183 | 18.8% |
| LEASE AND RENTALS | 184,761 | 81,178 | 103,583 | 56.1% | | 82,364 | 1,186 | 1.4% |

## YTD Expense Items of Note

1) Labor Expense over budget $528K, 5.4% of budget, consists of the majority of the $641K negative variance due to higher IP patient days, 21.4%.
2) Purchased Services over budget $268K driven mostly by $140K Allscripts adjustment & $90K Dialysis.
3) Physician Fees over budget round out higher costs $148K mostly due to OB call coverage & Anesthesia.

## Monthly Non-Operating Revenue, Depreciation, & Interest Exp. Positive Variances

| INCOME STATEMENT - CURRENT MONTH | August 2025 ACTUAL | August 2026 ACTUAL | VARIANCE August 2026 TO August 2025 | PERCENTAGE VARIANCE August 2026 TO August 2025 | | August 2026 BUDGET | VARIANCE August 2026 ACTUAL TO BUDGET | PERCENTAGE VARIANCE August 2026 ACTUAL TO BUDGET |
|---|---|---|---|---|---|---|---|---|
| NON-OPERATING REVENUE & EXPENSE | | | | | | | | |
| **TOTAL NON-OPERATING REVENUE & EXPENSE** | **831,424** | **1,181,709** | **350,285** | **42.1%** | | **1,007,810** | **173,899** | **17.3%** |
| OTHER NON-OPERATING REVENUE | 185,015 | 157,166 | (27,849) | -15.1% | | 164,748 | (7,582) | -4.6% |
| NON-OPERATING INTEREST INCOME | 76,917 | 70,372 | (6,545) | -8.5% | | 64,470 | 5,902 | 9.2% |
| NON-OPERATING DONATIONS/GAIN ON SALE | 108,098 | 86,794 | (21,304) | -19.7% | | 100,278 | (13,484) | -13.4% |
| NON-OPERATING TAX REVENUE | 646,409 | 661,580 | 15,171 | 2.3% | | 661,580 | 0 | 0.0% |
| EXTRAORDINARY REVENUE | 0 | 362,963 | 362,963 | 0.0% | | 181,482 | 181,481 | 100.0% |
| | | | 0 | | | | | |
| **TOTAL INTEREST & DEPRECIATION** | **965,374** | **1,007,990** | **(42,616)** | **-4.4%** | | **1,053,119** | **45,129** | **4.3%** |
| DEPRECIATION | 457,590 | 473,356 | (15,766) | -3.4% | | 510,879 | 37,523 | 7.3% |
| INTEREST | 507,784 | 534,634 | (26,850) | -5.3% | | 542,240 | 7,606 | 1.4% |

Non-Operating Revenues and Expenses were favorably as the audit team recommended reporting CHFFA loan forgiveness for July which was not budgeted $181K.

## YTD Non-Operating Revenue, Depreciation, & Interest Expense Positive Variances

| INCOME STATEMENT - 2 MONTHS YTD | August 2025 YTD ACTUAL | August 2026 YTD ACTUAL | YTD VARIANCE August 2026 TO August 2025 | PERCENTAGE YTD VARIANCE August 2026 TO August 2025 | | August 2026 YTD BUDGET | VARIANCE August 2026 YTD ACTUAL TO BUDGET | PERCENTAGE VARIANCE YTD August 2026 ACTUAL TO BUDGET |
|---|---|---|---|---|---|---|---|---|
| NON-OPERATING REVENUE & EXPENSE | | | | | | | | |
| **TOTAL NON-OPERATING REVENUE & EXPENSE** | **1,655,399** | **2,015,419** | **360,020** | **21.7%** | | **1,834,138** | **181,281** | **9.9%** |
| OTHER NON-OPERATING REVENUE | 362,581 | 329,296 | (33,285) | -9.2% | | 329,496 | (200) | -0.1% |
| NON-OPERATING INTEREST INCOME | 155,070 | 138,405 | (16,665) | -10.7% | | 128,940 | 9,465 | 7.3% |
| NON-OPERATING DONATIONS/GAIN ON SALE | 207,511 | 190,891 | (16,620) | -8.0% | | 200,556 | (9,665) | -4.8% |
| NON-OPERATING TAX REVENUE | 1,292,818 | 1,323,160 | 30,342 | 2.3% | | 1,323,160 | 0 | 0.0% |
| EXTRAORDINARY REVENUE | 0 | 362,963 | 362,963 | 0.0% | | 181,482 | 181,481 | 100.0% |
| | | | 0 | | | | | |
| **TOTAL INTEREST & DEPRECIATION** | **1,931,164** | **1,999,889** | **(68,725)** | **-3.6%** | | **2,119,309** | **119,420** | **5.6%** |
| DEPRECIATION | 915,898 | 928,731 | (12,833) | -1.4% | | 1,019,774 | 91,043 | 8.9% |
| INTEREST | 1,015,266 | 1,071,158 | (55,892) | -5.5% | | 1,099,535 | 28,377 | 2.6% |

## Balance Sheet/Cash Flow

Monthly Patient cash collections $7.13M compared to $5.33M in July and $6.87M in June. Improved collections decreased Gross Accounts Receivable Days to 53.5 down from 56.5 in July. This also contributed to the Operating Cash balance $6.83M compared to $4.6M in July; however, most of that increase was attributable to access line of credit increase, $1.5M, in anticipation of the $1.5M DHS repayment deferred to mid-Sept.& Payroll funding $1.8M on 9/1/26.

Accounts Payable $16.7M compared to $13.9M in July, driving A/P days up to 128 from 109 prior month. The increase is largely due to the facility continued partnership vendors on additional payment terms requesting net 60-day terms to meet payroll, August IGT $3.1M payment & DHS repayment. The Line of Credit principal balance increased to $16.5M with the previously discussed distribution.

Other key changes in the Balance Sheet included:

Assets - Other Current Assets increased in Misc. Receivable for the $3.1M IGT payment, pending Oct. funding along with normal Taxes Receivable activity.

Liabilities - Assets with limited use & Accrued Interest Payable decreased due to the bi-annual bond payments.

**Positive takeaways**:

1) Workload volumes, i.e. Patient Days, Adjusted Patient Days, and Outpatient Registrations were strong compared to budget and prior year.
2) Normalized for the one-time prior period adjustments, EBIDA exceeded budget by $81K; Net Revenues exceeded budget by $642K.
3) Cash balances improved as we continue to partner with our vendors despite the ongoing delay we are aggressively pursuing on the 3rd Quarter ERC funds awaiting completion by the IRS auditors.

**Negative/Challenging takeaways:**

1) Expenses exceeded budget largely due to prior period adjustments and increased volumes offsetting increased revenue.
2) Contract Labor continued to exceed budget by $90K, however, this is an improvement over the three-month trend with ongoing nursing action plan efforts.
3) Physician costs are over budget due to OB coverage requirements.

| | A | B | O | AP | BC | BP | BQ | BR |
|---|---|---|---|---|---|---|---|---|
| 1 | | **SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL - BANNING, CA** | | | | | **07/31/26** | **08/31/26** |
| 2 | | | | | | | | |
| 3 | | | **FYE 22/23** | **FYE 23/24** | **FYE 24/25** | **FYE 25/26** | **FYE 26/27** | **FYE 26/27** |
| 4 | | | *12* | *12* | *12* | *12* | | |
| 5 | | | MONTHLY AVE. | MONTHLY AVE. | MONTHLY AVE. | MONTHLY AVE. | JULY | AUG |
| 6 | **Gross Patient Revenue** | | | | | | | |
| 7 | | Total Inpatient Revenue | $ 14,171,780 | $ 14,394,934 | $ 17,450,067 | $ 19,251,871 | $21,272,058 | $20,301,346 |
| 9 | | Total Outpatient Revenue | 25,575,741 | 27,197,604 | 28,549,917 | 31,816,275 | 31,682,558 | 30,477,811 |
| 12 | | **Total Gross Patient Revenue** | 39,747,521 | 41,592,538 | 45,999,984 | 51,068,146 | 52,954,616 | 50,779,157 |
| 13 | | | | | | | | |
| 14 | **Deductions From Revenue** | | | | | | | |
| 15 | | Discounts and Allowances | (33,545,205) | (35,678,219) | (39,128,491) | (43,675,482) | (45,682,951) | (43,169,940) |
| 16 | | Bad Debt Expense | (1,047,941) | (884,929) | (1,083,498) | (1,114,312) | (1,092,703) | (1,054,229) |
| 17 | | GI HMO Discounts | | | | | | |
| 18 | | Charity Care | (97,443) | (54,157) | (94,415) | (148,155) | (32,497) | (109,963) |
| 19 | | **Total Deductions From Revenue** | (34,690,589) | (36,617,305) | (40,306,404) | (44,937,949) | (46,808,151) | ($44,334,132) |
| 20 | | | -87.3% | -88.0% | -87.6% | -88.0% | -88.4% | -87.3% |
| 21 | **Net Patient Revenue** | | 5,056,932 | 4,975,233 | 5,693,580 | 6,130,197 | 6,146,465 | 6,445,025 |
| 22 | | | | | | | | |
| 23 | **Non- Patient Revenues** | | | | | | | |
| 24 | | Supplemental Revenues | 941,881 | 1,994,148 | 1,767,021 | 1,427,617 | 58,187 | - |
| 25 | | Grants & Other Op Revenues | 986,421 | 341,356 | 195,412 | 234,628 | 210,278 | 229,535 |
| 26 | | Clinic Net Revenues | | | | | | |
| 27 | | Tax Subsidies Measure D/H | 213,402 | 242,508 | 231,175 | 233,729 | 238,403 | 238,403 |
| 28 | | Tax Subsidies Prop 13 | 189,707 | 218,100 | 240,726 | 259,962 | 267,761 | 267,761 |
| 29 | | Tax Subsidies County Suplmtl Funds | 2,308 | 13,938 | - | - | 0 | - |
| 30 | | **Non-Patient Revenues** | 2,333,719 | 2,810,051 | 2,434,334 | 2,155,935 | 774,629 | $735,699 |
| 31 | | | | | | | | |
| 32 | **Total Operating Revenue** | | 7,390,651 | 7,785,284 | 8,127,914 | 8,286,132 | 6,921,094 | 7,180,724 |
| 33 | | | | | | | | |
| 34 | **Operating Expenses** | | | | | | | |
| 35 | | Salaries and Wages | 3,634,721 | 3,922,586 | 4,073,968 | 4,078,974 | 3,804,723 | 3,964,274 |
| 36 | | Fringe Benefits | 938,301 | 816,313 | 854,537 | 890,286 | 905,722 | 916,792 |
| 37 | | Contract Labor | 81,255 | 135,922 | 233,823 | 353,164 | 436,543 | 320,386 |
| 38 | | Physicians Fees | 299,739 | 425,458 | 711,175 | 736,362 | 874,985 | 847,731 |
| 39 | | Purchased Services | 863,657 | 968,088 | 1,212,055 | 1,202,923 | 1,152,152 | 1,580,011 |
| 40 | | Supply Expense | 953,253 | 781,620 | 1,065,725 | 1,089,094 | 784,176 | 921,487 |
| 41 | | Utilities | 93,037 | 104,674 | 102,574 | 100,271 | 108,085 | 137,871 |
| 42 | | Repairs and Maintenance | 76,806 | 101,283 | 102,208 | 78,992 | 79,711 | 69,015 |
| 43 | | Insurance Expense | 119,548 | 127,300 | 143,335 | 169,239 | 343,449 | 146,719 |
| 44 | | All Other Operating Expenses | 151,928 | 114,358 | 165,558 | 138,604 | 132,728 | 88,606 |
| 45 | | IGT Expense | 91,499 | 120,769 | 127,110 | 131,640 | 0 | - |
| 46 | | Leases and Rentals | 99,514 | 90,298 | 69,039 | 54,397 | 44,949 | 36,229 |
| 47 | | 1206 (b) CLINIC | | | | | | |
| 48 | | **Total Operating Expenses** | 7,403,258 | 7,708,667 | 8,861,107 | 9,023,946 | 8,667,223 | 9,029,121 |
| 49 | | | | | | | | |
| 50 | **EBIDA** | | (12,606) | 76,617 | (733,193) | (737,813) | (1,746,129) | (1,848,397) |
| 51 | | | | | | | | |
| 52 | **Interest, Depreciation, and Amortization** | | | | | | | |
| 53 | | Depreciation Expense | 495,039 | 547,393 | 451,967 | 473,572 | 455,375 | 473,356 |
| 54 | | Interest Expense | 484,663 | 438,303 | 527,058 | 535,209 | 536,524 | 534,634 |
| 55 | | **Total Interest, Depr, & Amort.** | 979,702 | 985,697 | 979,025 | 1,008,781 | 991,899 | 1,007,990 |
| 56 | | | | | | | | |
| 57 | **Non-Operating Revenue:** | | | | | | | |
| 58 | | Contributions & Other | 132,587 | 483,520 | 356,470 | 279,532 | 172,130 | 157,166 |
| 59 | | Tax Subsidies for GO Bonds - M-A | 660,979 | 1,074,156 | 745,407 | 744,875 | 661,580 | 661,580 |
| 60 | | **Total Non Operating Revenue/(Expense)** | 793,566 | 1,557,676 | 1,101,877 | 1,024,407 | 833,710 | 818,746 |
| 61 | | | | | | | | |
| 62 | | **Total Net Surplus/(Loss)** | (198,742) | 648,598 | (610,340) | (722,186) | (1,904,318) | (2,037,641) |
| 63 | | Change in Interest in Foundation | 0 | - | - | - | 0 | 0 |
| 64 | | Extra-Ordinary Income (Loss) | 0 | (231,988) | 612,147 | 106,034 | 0 | 362,963 |
| 65 | **Increase/(Decrease in Unrestricted Net Assets** | | $ (198,742) | $ 416,610 | $ 1,807 | $ (616,152) | $ (1,904,318) | $ (1,674,678) |
| 66 | | | | | | | | |
| 67 | **Total Profit Margin** | | -2.7% | 5.4% | 0.0% | -7.4% | -27.5% | -23.3% |
| 68 | **EBIDA %** | | -0.2% | 1.0% | -9.0% | -8.9% | -25.2% | -25.7% |
| 69 | | | | | | | | |
| 70 | | | | | | | | |

| | A B C D E F G H | J | K | L | M | N | O | P | Q |
|---|---|---|---|---|---|---|---|---|---|
| 1 | **SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL** | | | | | | **NOTE: UNFAVORABLE VARIANCES SHOW AS NEGATIVES** | | |
| 2 | **INCOME STATEMENT - CURRENT MONTH** | **August 2025 ACTUAL** | **August 2026 ACTUAL** | **VARIANCE August 2026 TO August 2025** | **PERCENTAGE VARIANCE August 2026 TO August 2025** | | **August 2026 BUDGET** | **VARIANCE August 2026 ACTUAL TO BUDGET** | **PERCENTAGE VARIANCE August 2026 ACTUAL TO BUDGET** |
| 3 | **NET INCOME** | **(2,076,630)** | **(1,674,678)** | **401,952** | **19.4%** | | **(1,800,574)** | **125,896** | **7.0%** |
| 4 | **EBIDA** | **(1,942,680)** | **(1,848,397)** | **94,283** | **4.9%** | | **(1,755,265)** | **(93,132)** | **-5.3%** |
| 5 | | | | | | | | | |
| 6 | **NET OPERATING REVENUE** | **6,853,200** | **7,180,724** | **327,524** | **4.8%** | | **6,538,378** | **642,346** | **9.8%** |
| 7 | **NET PATIENT REVENUE** | **6,065,846** | **6,445,025** | **379,179** | **6.3%** | | **5,837,010** | **608,015** | **10.4%** |
| 8 | GROSS REVENUE FROM PATIENT SERVICES | 49,552,232 | 50,779,157 | 1,226,925 | 2.5% | | 51,445,096 | (665,939) | -1.3% |
| 9 | TOTAL INPATIENT REVENUE | 17,662,082 | 20,301,346 | 2,639,264 | 14.9% | | 18,770,754 | 1,530,592 | 8.2% |
| 10 | TOTAL OUTPATIENT REVENUE | 31,890,150 | 30,477,811 | (1,412,339) | -4.4% | | 32,674,342 | (2,196,531) | -6.7% |
| 11 | DEDUCTIONS FROM REVENUE | (43,486,386) | (44,334,132) | (847,746) | 1.9% | | (45,608,086) | 1,273,954 | -2.8% |
| 12 | **OTHER OPERATING REVENUE** | **787,354** | **735,699** | **(51,655)** | **-6.6%** | | **701,368** | **34,331** | **4.9%** |
| 13 | OTHER REVENUE - RATE RANGE | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0.0% |
| 14 | OTHER REVENUE - OTHER SUPPLEMENTALS | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0.0% |
| 15 | OTHER REVENUE - DSH | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0.0% |
| 16 | OTHER REVENUE - P4P | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0.0% |
| 17 | OTHER REVENUE - OTHER | 252,974 | 229,535 | (23,439) | -9.3% | | 181,035 | 48,500 | 26.8% |
| 18 | OPERATNG TAX REVENUES | 534,380 | 506,164 | (28,216) | -5.3% | | 520,333 | (14,169) | -2.7% |
| 19 | | | | | | | | | |
| 20 | **TOTAL OPERATING EXPENSE** | **8,795,880** | **9,029,121** | **(233,241)** | **-2.7%** | | **8,293,643** | **(735,478)** | **-8.9%** |
| 21 | TOTAL LABOR EXPENSE | 5,304,892 | 5,201,452 | 103,440 | 1.9% | | 4,862,828 | (338,624) | -7.0% |
| 22 | WAGES | 4,144,921 | 3,964,274 | 180,647 | 4.4% | | 3,754,954 | (209,320) | -5.6% |
| 23 | EMPLOYEE BENEFITS | 901,788 | 916,792 | (15,004) | -1.7% | | 877,207 | (39,585) | -4.5% |
| 24 | CONTRACT LABOR | 258,183 | 320,386 | (62,203) | -24.1% | | 230,667 | (89,719) | -38.9% |
| 25 | PHYSICIAN FEES | 753,679 | 847,731 | (94,052) | -12.5% | | 787,508 | (60,223) | -7.6% |
| 26 | PURCHASED SERVICES | 1,069,654 | 1,580,011 | (510,357) | -47.7% | | 1,164,191 | (415,820) | -35.7% |
| 27 | SUPPLY EXPENSE | 1,135,386 | 921,487 | 213,899 | 18.8% | | 959,153 | 37,666 | 3.9% |
| 28 | UTILITIES | 133,110 | 137,871 | (4,761) | -3.6% | | 136,315 | (1,556) | -1.1% |
| 29 | REPAIRS AND MAINTENANCE | 83,457 | 69,015 | 14,442 | 17.3% | | 83,487 | 14,472 | 17.3% |
| 30 | INSURANCE | 150,004 | 146,719 | 3,285 | 2.2% | | 159,220 | 12,501 | 7.9% |
| 31 | OTHER EXPENSES | 90,638 | 88,606 | 2,032 | 2.2% | | 99,759 | 11,153 | 11.2% |
| 32 | LEASE AND RENTALS | 75,060 | 36,229 | 38,831 | 51.7% | | 41,182 | 4,953 | 12.0% |
| 33 | | | | | | | | | |
| 34 | **NON-OPERATING REVENUE & EXPENSE** | | | | | | | | |
| 35 | **TOTAL NON-OPERATING REVENUE & EXPENSE** | **831,424** | **1,181,709** | **350,285** | **42.1%** | | **1,007,810** | **173,899** | **17.3%** |
| 36 | OTHER NON-OPERATING REVENUE | 185,015 | 157,166 | (27,849) | -15.1% | | 164,748 | (7,582) | -4.6% |
| 37 | NON-OPERATING INTEREST INCOME | 76,917 | 70,372 | (6,545) | -8.5% | | 64,470 | 5,902 | 9.2% |
| 38 | NON-OPERATING DONATIONS/GAIN ON SALE | 108,098 | 86,794 | (21,304) | -19.7% | | 100,278 | (13,484) | -13.4% |
| 39 | NON-OPERATING TAX REVENUE | 646,409 | 661,580 | 15,171 | 2.3% | | 661,580 | 0 | 0.0% |
| 40 | EXTRAORDINARY REVENUE | 0 | 362,963 | 362,963 | 0.0% | | 181,482 | 181,481 | 100.0% |
| 41 | | | | 0 | | | | | |
| 42 | **TOTAL INTEREST & DEPRECIATION** | **965,374** | **1,007,990** | **(42,616)** | **-4.4%** | | **1,053,119** | **45,129** | **4.3%** |
| 43 | DEPRECIATION | 457,590 | 473,356 | (15,766) | -3.4% | | 510,879 | 37,523 | 7.3% |
| 44 | INTEREST | 507,784 | 534,634 | (26,850) | -5.3% | | 542,240 | 7,606 | 1.4% |
| 45 | | | | | | | | | |
| 46 | | | | | | | | | |

| | A B C D E F G H | J | K | L | M | N | O | P | Q |
|---|---|---|---|---|---|---|---|---|---|
| 1 | **SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL** | | | | | | **NOTE: UNFAVORABLE VARIANCES SHOW AS NEGATIVES** | | |
| 2 | **INCOME STATEMENT - 2 MONTHS YTD** | **August 2025 YTD ACTUAL** | **August 2026 YTD ACTUAL** | **YTD VARIANCE August 2026 TO August 2025** | **PERCENTAGE YTD VARIANCE August 2026 TO August 2025** | | **August 2026 YTD BUDGET** | **VARIANCE August 2026 YTD ACTUAL TO BUDGET** | **PERCENTAGE VARIANCE YTD August 2026 ACTUAL TO BUDGET** |
| 3 | **NET INCOME** | **(4,434,864)** | **(3,431,833)** | **1,003,031** | **22.6%** | | **(4,183,821)** | **751,988** | **18.0%** |
| 4 | **EBIDA** | **(4,159,099)** | **(3,447,363)** | **711,736** | **17.1%** | | **(3,898,650)** | **451,287** | **11.6%** |
| 5 | | | | | | | | | |
| 6 | **NET OPERATING REVENUE** | **13,549,387** | **14,101,818** | **552,431** | **4.1%** | | **13,009,303** | **1,092,515** | **8.4%** |
| 7 | **NET PATIENT REVENUE** | **11,965,226** | **12,591,490** | **626,264** | **5.2%** | | **11,551,111** | **1,040,379** | **9.0%** |
| 8 | GROSS REVENUE FROM PATIENT SERVICES | 99,532,018 | 103,733,773 | 4,201,755 | 4.2% | | 101,638,842 | 2,094,931 | 2.1% |
| 9 | TOTAL INPATIENT REVENUE | 36,480,091 | 41,573,404 | 5,093,313 | 14.0% | | 37,108,274 | 4,465,130 | 12.0% |
| 10 | TOTAL OUTPATIENT REVENUE | 63,051,927 | 62,160,369 | (891,558) | -1.4% | | 64,530,568 | (2,370,199) | -3.7% |
| 11 | DEDUCTIONS FROM REVENUE | (87,566,792) | (91,142,283) | (3,575,491) | 4.1% | | (90,087,731) | (1,054,552) | 1.2% |
| 12 | **OTHER OPERATING REVENUE** | **1,584,161** | **1,510,328** | **(73,833)** | **-4.7%** | | **1,458,192** | **52,136** | **3.6%** |
| 13 | OTHER REVENUE - RATE RANGE | 0 | 0 | 0 | 0.0% | | 0 | 0 | 0.0% |
| 14 | OTHER REVENUE - OTHER SUPPLEMENTALS | 0 | 685 | 685 | 0.0% | | 0 | 685 | 0.0% |
| 15 | OTHER REVENUE - DSH | 47,902 | 57,427 | 9,525 | 19.9% | | 57,427 | 0 | 0.0% |
| 16 | OTHER REVENUE - P4P | 0 | 75 | 75 | 0.0% | | 0 | 75 | 0.0% |
| 17 | OTHER REVENUE - OTHER | 467,499 | 439,813 | (27,686) | -5.9% | | 360,099 | 79,714 | 22.1% |
| 18 | OPERATNG TAX REVENUES | 1,068,760 | 1,012,328 | (56,432) | -5.3% | | 1,040,666 | (28,338) | -2.7% |
| 19 | | | | | | | | | |
| 20 | **TOTAL OPERATING EXPENSE** | **17,708,486** | **17,549,181** | **159,305** | **0.9%** | | **16,907,953** | **(641,228)** | **-3.8%** |
| 21 | TOTAL LABOR EXPENSE | 10,611,451 | 10,348,440 | 263,011 | 2.5% | | 9,820,337 | (528,103) | -5.4% |
| 22 | WAGES | 8,233,912 | 7,768,997 | 464,915 | 5.6% | | 7,644,160 | (124,837) | -1.6% |
| 23 | EMPLOYEE BENEFITS | 1,829,047 | 1,822,514 | 6,533 | 0.4% | | 1,720,408 | (102,106) | -5.9% |
| 24 | CONTRACT LABOR | 548,492 | 756,929 | (208,437) | -38.0% | | 455,769 | (301,160) | -66.1% |
| 25 | PHYSICIAN FEES | 1,486,638 | 1,722,716 | (236,078) | -15.9% | | 1,575,016 | (147,700) | -9.4% |
| 26 | PURCHASED SERVICES | 2,250,845 | 2,585,000 | (334,155) | -14.8% | | 2,316,508 | (268,492) | -11.6% |
| 27 | SUPPLY EXPENSE | 2,105,302 | 1,705,663 | 399,639 | 19.0% | | 1,887,533 | 181,870 | 9.6% |
| 28 | UTILITIES | 266,398 | 245,956 | 20,442 | 7.7% | | 272,684 | 26,728 | 9.8% |
| 29 | REPAIRS AND MAINTENANCE | 173,034 | 148,726 | 24,308 | 14.0% | | 165,825 | 17,099 | 10.3% |
| 30 | INSURANCE | 448,172 | 490,168 | (41,996) | -9.4% | | 515,169 | 25,001 | 4.9% |
| 31 | OTHER EXPENSES | 181,885 | 221,334 | (39,449) | -21.7% | | 272,517 | 51,183 | 18.8% |
| 32 | LEASE AND RENTALS | 184,761 | 81,178 | 103,583 | 56.1% | | 82,364 | 1,186 | 1.4% |
| 33 | | | | | | | | | |
| 34 | **NON-OPERATING REVENUE & EXPENSE** | | | | | | | | |
| 35 | **TOTAL NON-OPERATING REVENUE & EXPENSE** | **1,655,399** | **2,015,419** | **360,020** | **21.7%** | | **1,834,138** | **181,281** | **9.9%** |
| 36 | OTHER NON-OPERATING REVENUE | 362,581 | 329,296 | (33,285) | -9.2% | | 329,496 | (200) | -0.1% |
| 37 | NON-OPERATING INTEREST INCOME | 155,070 | 138,405 | (16,665) | -10.7% | | 128,940 | 9,465 | 7.3% |
| 38 | NON-OPERATING DONATIONS/GAIN ON SALE | 207,511 | 190,891 | (16,620) | -8.0% | | 200,556 | (9,665) | -4.8% |
| 39 | NON-OPERATING TAX REVENUE | 1,292,818 | 1,323,160 | 30,342 | 2.3% | | 1,323,160 | 0 | 0.0% |
| 40 | EXTRAORDINARY REVENUE | 0 | 362,963 | 362,963 | 0.0% | | 181,482 | 181,481 | 100.0% |
| 41 | | | | 0 | | | | | |
| 42 | **TOTAL INTEREST & DEPRECIATION** | **1,931,164** | **1,999,889** | **(68,725)** | **-3.6%** | | **2,119,309** | **119,420** | **5.6%** |
| 43 | DEPRECIATION | 915,898 | 928,731 | (12,833) | -1.4% | | 1,019,774 | 91,043 | 8.9% |
| 44 | INTEREST | 1,015,266 | 1,071,158 | (55,892) | -5.5% | | 1,099,535 | 28,377 | 2.6% |
| 45 | | | | | | | | | |
| 46 | | | | | | | | | |

## SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL (2026 Amounts are Unaudited)

| BALANCE SHEET | PY Ending Balance Jun 26 ACT | Jun 26 Act | Jul 26 Act | Aug 26 Act | VARIANCE to Prior Month |
|---|---|---|---|---|---|
| ** TOTAL ASSETS | 106,741,457 | 106,785,545 | 107,551,500 | 105,303,014 | (2,248,486) |
| CURRENT ASSETS | 12,812,492 | 12,787,275 | 14,052,575 | 19,178,727 | 5,126,152 |
| CASH & EQUIVALENTS | 5,903,129 | 5,867,348 | 4,575,692 | 6,825,146 | 2,249,454 |
| NET PATIENT ACCOUNTS RECEIVABLE | 10,573,335 | 10,573,335 | 11,085,422 | 10,515,901 | (569,521) |
| HOSPITAL ACCOUNTS RECEIVABLE | 101,090,171 | 101,090,171 | 107,780,275 | 102,549,972 | (5,230,303) |
| LESS: DEDUCTIONS AND BAD DEBT ALLOWANCES | (90,516,836) | (90,516,836) | (96,694,853) | (92,034,071) | 4,660,782 |
| OTHER CURRENT ASSETS | (3,663,972) | (3,653,408) | (1,608,539) | 1,837,680 | 3,446,219 |
| TAXES RECEIVABLE | 471,664 | 496,854 | 1,611,912 | 2,335,487 | 723,575 |
| MISC RECEIVABLE | (5,161,996) | (5,132,453) | (4,801,976) | (2,003,209) | 2,798,767 |
| DUE FROM 3RD PARTIES | (1,193,168) | (1,193,168) | (1,193,209) | (1,193,250) | (41) |
| INVENTORIES | 1,887,012 | 1,887,012 | 1,917,720 | 1,953,052 | 35,332 |
| PREPAID EXPENSES | 332,516 | 288,347 | 857,014 | 745,600 | (111,414) |
| | | | | | |
| ASSETS WHICH USE IS LIMITED | 21,213,078 | 21,213,078 | 21,214,597 | 14,370,611 | (6,843,986) |
| NET PROPERTY, PLANT, AND EQUIPMENT | 71,410,815 | 71,480,120 | 70,982,614 | 70,455,319 | (527,295) |
| PROPERTY, PLANT, AND EQUIPMENT | 176,041,676 | 176,112,063 | 176,074,738 | 176,025,606 | (49,132) |
| LAND & LAND IMPROVEMENTS | 8,091,366 | 8,091,366 | 8,091,366 | 8,091,366 | 0 |
| BUILDINGS & BUILDING IMPROVEMENTS | 119,440,724 | 119,440,724 | 119,440,724 | 119,440,724 | 0 |
| FIXED EQUIPMENT | 47,070,290 | 47,140,677 | 47,101,552 | 47,048,988 | (52,564) |
| CONSTRUCTION IN PROGRESS | 1,439,296 | 1,439,296 | 1,441,096 | 1,444,528 | 3,432 |
| LESS: ACCUMULATED DEPRECIATION | (104,630,861) | (104,631,943) | (105,092,124) | (105,570,287) | (478,163) |
| OTHER ASSETS | 1,305,072 | 1,305,072 | 1,301,714 | 1,298,357 | (3,357) |
| | | | | | |
| TOTAL LIABILITIES & FUND BALANCE | 106,741,504 | 106,785,595 | 107,551,514 | 105,303,033 | (2,248,481) |
| TOTAL LIABILITIES | 145,422,167 | 145,786,597 | 148,309,718 | 147,735,915 | (573,803) |
| CURRENT LIABILITES | 38,353,773 | 38,718,203 | 41,293,419 | 45,564,775 | 4,271,356 |
| ACCOUNTS PAYABLE | 11,631,707 | 12,068,841 | 13,938,370 | 16,698,317 | 2,759,947 |
| PAYROLL PAYABLES | 4,742,514 | 4,669,810 | 4,932,002 | 5,359,939 | 427,937 |
| SALARIES & WAGES PAYABLE | 1,713,662 | 1,640,958 | 1,824,804 | 2,221,814 | 397,010 |
| PAYROLL TAXES & DEDUCTIONS PAYABLE | 0 | 0 | 236,643 | 315,323 | 78,680 |
| ACCRUED PTO & SICK DAYS PAYABLE | 3,028,852 | 3,028,852 | 2,870,555 | 2,822,802 | (47,753) |
| LINE OF CREDIT | 15,025,311 | 15,025,311 | 15,118,956 | 16,716,681 | 1,597,725 |
| OTHER CURRENT LIABILITIES | 6,954,241 | 6,954,241 | 7,304,091 | 6,789,838 | (514,253) |
| ACCRUED INTEREST PAYABLE | 1,832,952 | 1,832,952 | 2,206,797 | 618,571 | (1,588,226) |
| OTHER CURRENT LIABILITIES | 667,731 | 667,731 | 643,736 | 1,382,709 | 738,973 |
| DEBT - CURRENT | 4,453,558 | 4,453,558 | 4,453,558 | 4,788,558 | 335,000 |
| | | | | | |
| LONG TERM LIABILITIES | 107,068,394 | 107,068,394 | 107,016,299 | 102,171,140 | (4,845,159) |
| | | | | | |
| NET ASSETS | (38,680,663) | (39,001,002) | (40,758,204) | (42,432,882) | (1,674,678) |
| NET ASSETS - UNRESTRICTED | (38,680,663) | (39,001,002) | (40,758,204) | (42,432,882) | (1,674,678) |
| NET ASSETS - BEGINNING OF PERIOD | (31,286,834) | (31,286,835) | (39,001,049) | (39,001,049) | 0 |
| CURRENT YEAR NET GAIN/(LOSS) | (7,393,829) | (7,714,167) | (1,757,155) | (3,431,833) | (1,674,678) |

** Slight variances due to "rounding"

| | B | C | D | E | F | G | H |
|---|---|---|---|---|---|---|---|
| 1 | **SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL** | | | | | | |
| 2 | | | | | | **(UNAUDITED)** | **(UNAUDITED)** |
| 3 | Note: These amounts do not include General Obligation Bonds Taxes & Payments | | | | | **Current Month** | **Y-T-D** |
| 4 | | | | | | **8/31/2026** | **8/31/2026** |
| 5 | **BEGINNING CASH BALANCES** | | | | | | |
| 6 | | Cash: Beginning Balances- Hospital | | | | $ 4,574,004 | $ 4,574,004 |
| 7 | | Cash: Beginning Balances- District | | | | 37,469 | $ 37,469 |
| 8 | | Cash: Beginning Balances Totals | | | | **$ 4,611,473** | **$ 4,611,473** |
| 9 | | | | | | | |
| 10 | **Receipts** | | | | | | |
| 11 | | | Patient Collections | | | $ 7,118,834 | $ 12,452,820 |
| 12 | | | Tax Subsidies/Measure D/Prop 13 | | | 506,164 | $ 1,012,328 |
| 13 | | | Misc Tax Subsidies | | | - | $ - |
| 14 | | | Donations/Grants/Loans | | | 86,794 | $ 190,891 |
| 15 | | | Supplemental Funding (Rate Range, Etc.) | | | - | $ 760 |
| 16 | | | Draws/(Paydown) of LOC Balances | | | | $ - |
| 17 | | | Other Revenues/Receipts/Transfers | | | 229,535 | $ 439,813 |
| 18 | **TOTAL RECEIPTS** | | | | | **$ 7,941,327** | **$ 14,096,612** |
| 19 | | | | | | | |
| 20 | **Disbursements** | | | | | | |
| 21 | | | Wages, Benefits, & Contract Labor | | | $ 5,201,452 | $ 10,348,440 |
| 22 | | | Other Operating Costs | | | 3,827,669 | $ 7,347,904 |
| 23 | | | Capital Spending | | | (49,132) | $ (86,457) |
| 24 | | | Debt Service Payments (Excl.G/O Bonds) | | | 90,670 | $ 181,340 |
| 25 | | | Other - Changes in A/P, IGT's, Other Rcvbls, Etc. | | | (3,343,005) | $ (4,616,632) |
| 26 | **TOTAL DISBURSEMENTS** | | | | | **$ 5,727,654** | **$ 13,174,595** |
| 27 | | | | | | | |
| 28 | **TOTAL CHANGE in CASH** | | | | | **$ 2,213,673** | **$ 922,017** |
| 29 | | | | | | | |
| 30 | **ENDING CASH BALANCES** | | | | | | |
| 31 | | Ending Balances- Hospital | | | | $ 6,782,992 | $ 5,491,336 |
| 32 | | Ending Balances- District | | | | 42,154 | 42,154 |
| 33 | | Ending Balances- Totals | | | | **$ 6,825,146** | **$ 5,533,490** |
| 34 | | | | | | | |
| 35 | | | | | | | |
| 36 | | | | | | | |
| 37 | LOC Current Balances | | | | | $ 16,500,005 | $ 16,500,005 |
| 38 | **9/23/2026** | | | | | | |
| 39 | | | | | | | |
| 40 | | | | | | | |

| | A B C D E F G H | J | K | L | M | N | O | P |
|---|---|---|---|---|---|---|---|---|
| 1 | ***SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT*** | | | | | | | |
| 2 | **INCOME STATEMENT - CURRENT MONTH** | **August 2026 BUDGET** | **August 2026 ACTUAL** | **BUDGET VARIANCE** | | **YTD August 2026 BUDGET** | **YTD August 2026 ACTUAL** | **YTD BUDGET VARIANCE** |
| 3 | **NET INCOME** | **453,703** | **522,129** | **68,426** | | **713,043** | **982,026** | **268,983** |
| 4 | **EBIDA** | **328,706** | **201,593** | **(127,113)** | | **657,432** | **670,698** | **13,266** |
| 5 | | | | | | | | |
| 6 | **OTHER OPERATING REVENUE** | **540,039** | **519,800** | **20,239** | | **1,080,078** | **1,044,211** | **35,867** |
| 7 | OTHER REVENUE - OTHER | 19,706 | 13,636 | (6,070) | | 39,412 | 31,883 | (7,529) |
| 8 | **OPERATNG TAX REVENUES** | **520,333** | **506,164** | **(14,169)** | | **1,040,666** | **1,012,328** | **(28,338)** |
| 9 | 703232 - OPERATING REVENUE TAX REVENUE MH. | 247,589 | 238,403 | (9,186) | | 495,178 | 476,806 | (18,372) |
| 10 | 703533 - OTHER REVENUE PROP 13 | 272,744 | 267,761 | (4,983) | | 545,488 | 535,522 | (9,966) |
| 11 | | | | | | | | |
| 12 | **TOTAL OPERATING EXPENSE** | **211,333** | **318,207** | **(106,874)** | | **422,646** | **373,513** | **49,133** |
| 13 | TOTAL LABOR EXPENSE | 0 | 0 | 0 | | 0 | 0 | 0 |
| 14 | PROFESSIONAL FEES | 204,488 | 312,490 | 108,002 | | 408,976 | 363,354 | (45,622) |
| 15 | 601922 - CONSULTING FEES | 4,084 | 0 | 4,084 | | 8,168 | 0 | 8,168 |
| 16 | 601923 - LEGAL FEES | 35,000 | 15,100 | 19,900 | | 70,000 | 30,100 | 39,900 |
| 17 | 601926 - OTHER CONTRACT SERVICES | 0 | 0 | 0 | | 0 | 0 | 0 |
| 18 | 601962 - GROUND PURCHASED SERVICES | 3,510 | 4,285 | (775) | | 7,020 | 7,070 | (50) |
| 19 | 601966 - OTHER PURCHASED SERVICES | 234 | 234 | 0 | | 468 | 419 | 49 |
| 20 | 601967 - SERVICE AGREEMENTS | 49,937 | 49,937 | 0 | | 99,874 | 99,874 | 0 |
| 21 | 601969 - PURCHASED SERVICES | 111,723 | 242,934 | (131,211) | | 223,446 | 225,891 | (2,445) |
| 22 | SUPPLY EXPENSE | 0 | 0 | 0 | | 0 | 0 | 0 |
| 23 | OTHER EXPENSES | 6,845 | 5,717 | (1,128) | | 13,670 | 10,159 | (3,511) |
| 24 | 602177 - ELECTRICITY | 489 | 263 | 226 | | 975 | 536 | 439 |
| 25 | 602179 - WATER | 4,267 | 3,954 | 313 | | 8,517 | 8,123 | 394 |
| 26 | 602470 - FREIGHT SALES TAX | 0 | 0 | 0 | | 0 | 0 | 0 |
| 27 | 602472 - ELECTION FEES | 0 | 0 | 0 | | 0 | 0 | 0 |
| 28 | 602489 - ENTERTAINMENT | 0 | 0 | 0 | | 0 | 0 | 0 |
| 29 | 602490 - OTHER EXPENSES | 2,089 | 1,500 | 589 | | 4,178 | 1,500 | 2,678 |
| 30 | | | | | | | | |
| 31 | **NON-OPERATING REVENUE & EXPENSE** | **996,083** | **1,171,094** | **175,011** | | **1,810,684** | **1,994,463** | **183,779** |
| 32 | OTHER NON-OPERATING REVENUE | 153,021 | 146,551 | (6,470) | | 306,042 | 308,340 | 2,298 |
| 33 | 703098 - NON-OPERATING INTEREST INCOME | 52,743 | 59,757 | (7,014) | | 105,486 | 117,449 | (11,963) |
| 34 | 903031 - NON-OPERATING DONATIONS/GAIN ON SALE | 100,278 | 86,794 | 13,484 | | 200,556 | 190,891 | 9,665 |
| 35 | | | | | | | | |
| 36 | NON-OPERATING TAX REVENUE | 661,580 | 661,580 | 0 | | 1,323,160 | 1,323,160 | 0 |
| 37 | EXTRAORDINARY REVENUE | 181,482 | 362,963 | 181,481 | | 181,482 | 362,963 | 181,481 |
| 38 | | | | 0 | | | | 0 |
| 39 | **TOTAL INTEREST & DEPRECIATION** | **871,086** | **850,558** | **20,528** | | **1,755,073** | **1,683,135** | **71,938** |
| 40 | DEPRECIATION | 510,879 | 473,356 | 37,523 | | 1,019,774 | 928,731 | 91,043 |
| 41 | INTEREST & AMORTIZATION | 360,207 | 377,202 | (16,995) | | 735,299 | 754,404 | (19,105) |
| 42 | | | | | | | | |
| 43 | | | | | | | | |

## SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT ONLY (2026 Amounts are Unaudited)

| BALANCE SHEET | PY Ending Balance Jun 26 ACT | Jun 26 Act | Jul 26 Act | Aug 26 Act | VARIANCE to Prior Month |
|---|---|---|---|---|---|
| ** TOTAL ASSETS | 92,792,197 | 92,792,197 | 93,577,532 | 89,945,477 | (3,632,055) |
| CURRENT ASSETS | 539,199 | 539,199 | 1,669,381 | 5,459,701 | 3,790,320 |
| CASH & EQUIVALENTS | 22,345 | 22,345 | 37,469 | 42,154 | 4,685 |
| OTHER CURRENT ASSETS | 516,854 | 516,854 | 1,631,912 | 5,417,547 | 3,785,635 |
| TAXES RECEIVABLE | 496,854 | 496,854 | 1,611,912 | 2,335,487 | 723,575 |
| MISC RECEIVABLE | 0 | 0 | 0 | 3,062,060 | 3,062,060 |
| PREPAID EXPENSES | 20,000 | 20,000 | 20,000 | 20,000 | 0 |
| ASSETS WHICH USE IS LIMITED | 21,171,969 | 21,171,969 | 21,166,573 | 14,321,521 | (6,845,052) |
| NET PROPERTY, PLANT, AND EQUIPMENT | 70,636,972 | 70,636,972 | 70,196,837 | 69,726,913 | (469,924) |
| PROPERTY, PLANT, AND EQUIPMENT | 174,076,436 | 174,076,436 | 174,091,676 | 174,095,108 | 3,432 |
| LAND & LAND IMPROVEMENTS | 8,091,366 | 8,091,366 | 8,091,366 | 8,091,366 | 0 |
| BUILDINGS & BUILDING IMPROVEMENTS | 119,440,724 | 119,440,724 | 119,440,724 | 119,440,724 | 0 |
| FIXED EQUIPMENT | 45,105,050 | 45,105,050 | 45,118,490 | 45,118,490 | 0 |
| CONSTRUCTION IN PROGRESS | 1,439,296 | 1,439,296 | 1,441,096 | 1,444,528 | 3,432 |
| LESS: ACCUMULATED DEPRECIATION | (103,439,464) | (103,439,464) | (103,894,839) | (104,368,195) | (473,356) |
| OTHER ASSETS | 444,057 | 444,057 | 544,741 | 437,342 | (107,399) |
| TOTAL LIABILITIES & FUND BALANCE | 92,792,175 | 92,792,175 | 93,577,534 | 89,945,480 | (3,632,054) |
| TOTAL LIABILITIES | 128,992,331 | 128,992,331 | 129,369,611 | 125,091,680 | (4,277,931) |
| CURRENT LIABILITES | 22,113,884 | 22,113,884 | 22,513,599 | 23,051,066 | 537,467 |
| ACCOUNTS PAYABLE | 827,374 | 827,374 | 853,244 | 1,143,932 | 290,688 |
| LINE OF CREDIT | 15,000,000 | 15,000,000 | 15,000,000 | 16,500,005 | 1,500,005 |
| OTHER CURRENT LIABILITIES | 6,286,510 | 6,286,510 | 6,660,355 | 5,407,129 | (1,253,226) |
| ACCRUED INTEREST PAYABLE | 1,832,952 | 1,832,952 | 2,206,797 | 618,571 | (1,588,226) |
| OTHER CURRENT LIABILITIES | 0 | 0 | 0 | 0 | 0 |
| DEBT - CURRENT | 4,453,558 | 4,453,558 | 4,453,558 | 4,788,558 | 335,000 |
| LONG TERM LIABILITIES | 106,878,447 | 106,878,447 | 106,856,012 | 102,040,614 | (4,815,398) |
| NET ASSETS | (36,200,156) | (36,200,156) | (35,792,077) | (35,146,200) | 645,877 |
| NET ASSETS - UNRESTRICTED | (36,200,156) | (36,200,156) | (35,792,077) | (35,146,200) | 645,877 |
| NET ASSETS - BEGINNING OF PERIOD | (43,670,992) | (43,670,992) | (36,251,974) | (36,128,226) | 123,748 |
| CURRENT YEAR NET GAIN/(LOSS) | 7,470,836 | 7,470,836 | 459,897 | 982,026 | 522,129 |

** Slight variances due to "rounding"

## STATISTICS

| | |
|---|---|
| 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

| | |
|---|---|
| Worked FTEs ( includes Registry FTEs) | Represents an equivalancy 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 equivalancy 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. |

## INCOME STATEMENT

| | |
|---|---|
| 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 measurment 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. |

**BALANCE SHEET (Period End)**

| | |
|---|---|
| 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 requirmements 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. |