



AGENDA

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

Tuesday, February 27, 2024
9:00 AM

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 S. DiBiasi

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 S. DiBiasi

- January 30, 2024, regular meeting

A

TAB A

REGULAR MEETING OF THE
SAN GORGONIO MEMORIAL HOSPITAL
BOARD OF DIRECTORS

FINANCE COMMITTEE
January 30, 2024

The regular meeting of the San Gorgonio Memorial Hospital Board of Directors Finance Committee was held on Tuesday, January 30, 2024, in the Administration Boardroom, 600 N. Highland Springs Avenue, Banning, California.

Members Present: Susan DiBiasi (Chair), Ron Rader, Steve Rutledge

Members Absent: Darrell Petersen

Required Staff: Steve Barron (CEO), Daniel Heckathorne (CFO), John Peleuses (VP, Ancillary & Support Services), Ariel Whitley (Executive Assistant), Angela Brady (CNE)

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP								
Call To Order	Susan DiBiasi called the meeting to order at 9:02 am.									
Public Comment	No public present.									
OLD BUSINESS										
Proposed Action - Approve Minutes December 22, 2023, regular meeting	Susan DiBiasi asked for any changes or corrections to the minutes of the December 22, 2023, regular meeting. There were none.	The minutes of the December 22, 2023, regular meeting will stand correct as presented.								
NEW BUSINESS										
Proposed Action – Recommend Approval to Hospital Board of Directors - Monthly Financial Report (Unaudited) – December 2023	<p>Daniel Heckathorne, CFO, reviewed the Unaudited December 2023 finance report as included in the committee packets.</p> <p>The month of December resulted in negative \$7.96M EBIDA compared to budgeted negative EBIDA of \$1.63M vs. a negative \$2.61M Flex Budget. There were a few adjustments and items of note.</p> <p>ROLL CALL:</p> <table border="1" style="margin-left: 20px;"> <tr> <td>DiBiasi</td> <td>Yes</td> <td>Petersen</td> <td>Absent</td> </tr> <tr> <td>Rader</td> <td>Yes</td> <td>Rutledge</td> <td>Yes</td> </tr> </table> <p>Motion carried.</p>	DiBiasi	Yes	Petersen	Absent	Rader	Yes	Rutledge	Yes	M.S.C. (Rutledge/Rader), the SGMH Finance Committee voted to recommend approval of the Unaudited December 2023 Financial report to the Hospital Board of Directors.
DiBiasi	Yes	Petersen	Absent							
Rader	Yes	Rutledge	Yes							

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP								
<p>Proposed Action – Recommend Approval to Hospital Board and the Healthcare District Board that the CEO be authorized to approve SPC and NPC Construction documents and the Material Testing and Condition Assessment Program (MTCAP).</p>	<p>Phase 2 of the Seismic Retrofit Project includes the development of construction documents for the SPC and NPC portions of the project. The future construction will be phased to maintain the operations of the facility and could begin as early as July 2025 or as late as January 2026.</p> <p>ROLL CALL:</p> <table border="1" data-bbox="386 520 1211 590"> <tr> <td>DiBiasi</td> <td>Yes</td> <td>Petersen</td> <td>Absent</td> </tr> <tr> <td>Rader</td> <td>Yes</td> <td>Rutledge</td> <td>Yes</td> </tr> </table> <p>Motion carried.</p>	DiBiasi	Yes	Petersen	Absent	Rader	Yes	Rutledge	Yes	<p>M.S.C. (DiBiasi/Rader), the SGMH Finance Committee voted to recommend approval that the CEO be authorized to approve SPC and NPC Construction documents and the Material Testing and Condition Assessment Program (MTCAP) to the Hospital Board and Healthcare District Board of Directors.</p>
DiBiasi	Yes	Petersen	Absent							
Rader	Yes	Rutledge	Yes							
<p>Future Agenda Items</p>	<ul style="list-style-type: none"> • None. 									
<p>Next Meeting</p>	<p>The next regular Finance Committee meeting will be held on February 27, 2024 @ 9:00 am.</p>									
<p>Adjournment</p>	<p>The meeting was adjourned at 10:08 am.</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.

TAB B

San Gorgonio Memorial Hospital and San Gorgonio Memorial Health Care District

To: Finance Committee, Board of Directors, and District Board

Agenda Item for February 27, 2024 Finance Committee and March 5, 2024 Board Meetings

Proposed Action:

Recommend Approval to Enter a Consulting Arrangement with Craneware for Provision of the Trisus Pricing Analyzer and Transparency Service

Background:

San Gorgonio Memorial Hospital (SGMH) has contracted with Craneware in 2023 for the establishment of a 340b Pharmacy rebate program. The installation teams from Craneware, SGMH, and Altera have been working on this implantation weekly since last July, and all aspects of the program are expected to be in place by the end of this 2024 fiscal year.

Craneware also, via the 340b contract, has provided consultation and data gathering required to be in compliance with existing price transparency laws. However, as of July 1, the Federal CMS law will require price transparency reporting which includes many multiples of reporting in contrast to the existing law. As such, Craneware will be terminating the existing transparency model and has developed a much more comprehensive model needed to comply with the new CMS regulations.

Component 1:

This product includes the Trisus Pricing Analyzer Model Baseline Analysis which includes the development of up to five alternative pricing models such as:

- Model One: Flat price increase, possibly subject to constraints and filters
- Model Two: Market-based, model identifies areas of opportunity when compared against SGMH selected peers
- Model Three: Cost-based, model identifies areas of opportunity when considering cost
- Model Four: Fee Schedule-based, model identifies areas of opportunity when current pricing is compared against contracted fee-schedule(s) with a lesser of/than clause
- Model Five: Incorporating SGMH defined constraints, that may include items from the previous models

This includes a Reimbursement Modeling feature whereby Craneware's Reimbursement Analyst is responsible for payor reimbursement modeling during the implementation and will further perform the ongoing Reimbursement Model Maintenance Service. The Reimbursement Analyst will perform specific duties or leverage additional Craneware experts in specialized fields to:

- Collaborate with SGMH to define and model payor reimbursement that supports the Trisus Pricing Analyzer & Transparency application. This will encompass the payors necessary to achieve compliance.
- Modeling will be completed for language specific to the customer's agreed upon payor contracts.
- Partner to complete payor mapping between contract profile to claims data.

Component 2:

The Rule also requires hospitals and similar providers, including SGMH, to publish online, in a machine-readable file, SGMH's payer-specific negotiated rates for 300 "Shoppable Services" (70 of which are specified and must be included if the services are provided by SGMH), and the hospital's "Standard Charges," which must include the 2024 OPSS Final Rule for Price Transparency machine-readable file requirements, including, without limitation, the gross charge (e.g., what is reflected in SGMH's chargemaster), payer-specific standard charge methods and negotiated rates (e.g., the payer plan contract data), the discounted cash price (e.g., the discounted rate SGMH would charge individuals who pay cash), and both the de-identified minimum and maximum negotiated charge (e.g., the lowest and highest charges SGMH has negotiated with all third-party payers for an item or service).

The Trisus[®] Pricing Analyzer & Transparency (“TPAT”) is a hosted service designed to assist hospitals such as SGMH in complying with the Rule’s requirements, as interpreted by Craneware, to publish the rational and defensible prices based on payer contracts into a standardized, as defined by CMS in its then-current regulations, machine-readable file (“Machine Readable File”) and a consumer-friendly display of 300 common “shoppable” services derived from the machine-readable file grouping those services that are customarily accompanied by the provision of ancillary services, where appropriate.

Key Terms of the Service:

- 1) Craneware to start immediately working with SGMH staff to comply with July 1 requirements.
- 2) Cost for the Service: Year 1 (Prorated + Installation) = \$26,510, and beginning April 7, 2024 years 2 – 5 = \$41,278 with a 3% CPI Cap for a total projected cost of \$204,380 plus applicable taxes.

Recommended Action:

To approve the Craneware Pricing Analyzer & Transparency service as outlined.

TAB C



**SAN GORGONIO MEMORIAL HOSPITAL
BANNING, CALIFORNIA**

Unaudited Financial Statements

for

SEVEN MONTHS ENDING JANUARY 31, 2024

FY 2024

Certification Statement:

To the best of my knowledge, I certify for the hospital that the attached financial statements, except for the uncertainty of IGT revenue accruals, 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

CFO

San Gorgonio Memorial Hospital

Financial Report - Executive Summary

For the Month of January, 2024 and Seven Months Ended January 31, 2024 (Unaudited)

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

Month - The month of January resulted in negative \$3.04M Earnings before Interest, Depreciation and Amortization (EBIDA) compared to budgeted negative EBIDA of \$1.81M vs. a negative \$4.11M Flex Budget. **YTD** - Seven months ending in January resulted in negative \$18.29M Earnings before Interest, Depreciation and Amortization (EBIDA) compared to budgeted negative EBIDA of \$8.19M and a Flex Budget loss of \$12.3M.

Note: If the unaccrued Supplemental funds, projected DSH and P4P funds, along with provision for lease principal payments were booked, the YTD EBIDA would be a negative \$8.06M compared to the actual negative booked \$18.29M.

Month - Adjustments and Items of Note:

- Patient Days, Emergency, and Surgery volumes were all below budget.
- The Average Length of Stay and Case Mix Index for all patients were over the previous January by 14.7% and 8.6% respectively.
- California Paid Sick Leave (CPSL) accrued costs (including FICA) totaled \$985K in the month of January. This brings the YTD unfunded mandated CPSL cost to \$1.512M.
- A Non-EBIDA \$452K donation for purchase of the C-Arm and Portable X-Ray machine was booked in January.

Month - January's inpatient average daily census was 23.6, and under the budgeted 27.1. Conversely, the Adjusted Patient Days were 1.6% over budget (2,139 vs. 2,105), while Patient Days were 12.9% under budget (733 vs. 841). Emergency Visits were under 9.4% under budget (3,586 vs. 3,955), and Surgeries were 30% under budget (86 vs. 122).

YTD - Inpatient average daily census was 22.2. Adjusted Patient Days were .3% under budget (13,393 vs. 13,426) and Patient Days were 3.9% below budget (4,775 vs. 4,966). Emergency Visits were 10.3% under budget (24,853 vs. 27,685), and Surgeries were 20% under budget (721 vs. 901) which was 14% below the previous YTD's 839 cases.

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

Month - Net Patient Revenues in January were \$5.15M, or \$176K under budget. Other items of note included the fact that gross Inpatient Revenues were 18% (\$3.35M) under budget, while gross Outpatient Revenues were 1.4% (\$395K) over budget. As discussed in the past, Inpatient Revenues pay about 16.8% of charges, compared to Outpatient Revenues which pay about 9.6% of charges.

YTD - Net Patient Revenues through January were \$30.6M compared to budgeted \$38.4M (-20%) In November there was a \$504K favorable adjustment to Deductions from Revenues Expense to reverse estimated Medicare Outlier Repayments payable, and there was a one-time \$3.52M negative adjustment for Contractual Allowance Reserves, which was based on the latest reconciliation of cash collections compared to previously estimated collections. Finally, the impact of Surgeries being 20% below budget also has impacted the Net Patient Revenues variance.

Total Operating Revenues (MTD) Negative Variance & (YTD) Negative Variance

Month - Operating Revenue in January was \$288K under budget. This is impacted by the Net Patient Revenues being \$176K under budget and the Non-Patient Revenues being \$112K under budget.

YTD - Operating Revenue through January was \$8.35M under budget, impacted by the Net Patient Revenues being \$7.81M under budget and the Non-Patient Revenues being \$546K under budget.

Operating Expenses (MTD) Negative & (YTD) Negative Variance

Month - Operating Expenses in January were \$8.81M, which was over budget by \$940K and over the Flex Budget by \$777K. Key items that impacted Expenses were: 1) Salaries, Wages, Benefits, and Contract Labor were collectively \$1.21M over budget and \$960K over the Flex budget. This was impacted by a) Wages and Benefits being \$902K over budget, which included \$985K of California Paid Sick Leave accrual, b) the 3.0% salary increase implemented in October, and c) the Adjusted Patient Days workload being 1.6% over budget; 2) Physician Fees were \$150K over budget driven by variances of \$71K in anesthesia expense and \$25K for Radiology services; 3) Purchased Services were \$19K under budget in spite of the Legal Fees being \$61K over budget; 4) Supplies were \$345K below budget due in large part to low inpatient and surgery volumes; and 5) Repairs and Maintenance were \$56K over budget as we are preparing for the upcoming inspection; and Insurance costs were \$108K under budget due to an account reconciliation in January.

Year-to Date – Operating Expenses through January were \$53.62M and were over budget by \$1.75M and over the Flex Budget by \$2.17M. Key items that impacted Expenses were: 1) Salaries and Wages, Benefits, and Contract Labor were collectively \$2.16M over budget and \$2.02M over the Flex budget. This was driven by the following: a) The \$527K State Mandated California Paid Sick Leave program that was accrued in July plus the additional \$985K additional accrual in January; b) Contract Labor was over budget by \$526K due to several nurse staffing vacancies in OB and ER along with orientation of 2 new grads in the ER; and c) an additional \$153K increase for re-valuing the PTO bank to reflect the 3.0% Wage increase in late October; 2) Physician Fees are \$498K over budget largely impacted by the \$510K anesthesia expense reconciliation in December; 3) Purchased Services are \$470K over budget which included Legal Fees exceeding budget by \$769K; 4) Supplies are the most notable item under budget by \$1.19M, again reflected by lower than anticipated intensities of services, including Surgeries and Emergency visits being under budget; 5) Repairs and Maintenance are over budget by \$117K largely to significant maintenance work occurring in September, October, and January; and 5) Other Expenses are \$152K under budget due mostly to conservative expenditures directives.

Balance Sheet/Cash Flow

Patient cash collections in January totaled \$4.75M compared to December's \$4.59M and November's \$4.51M. Gross Accounts Receivable Days in January were 66.1 compared to December's 64.1 and November's 60.8. It is quite normal to see A/R Days increase after two holiday seasons in late November and December, and there is usually a drop in A/R days in the upcoming months.

Cash Balances were \$14.06M compared to \$6.17M in December and \$5.95M in November. The main reason for the increase was the receipt of \$9.8M for the Distressed Hospital Loan, which also increased the Long-Term Debt by the same amount. Net Accounts Receivable increased to \$9.87M compared to \$9.52M in December and \$8.54M in November. Other changes of note included receipt of over \$3.3M of District property taxes. Accounts Payable decreased to \$8.89M in January compared to \$10.08M in December and \$9.74M in November. Finally, a liability is in place \$1.5M for FY 2022 payable to Medicare for estimated overpayments for outliers and sequestration funds. The outstanding Line of Credit balance remained at \$8M at the end of January which was no change from December.

Summary

Positive takeaways:

- 1) Adjusted Patient Days exceeded budget in spite of other workloads being below budget.

Negative takeaways:

- 1) Labor costs were over budget in January, mostly due to the CPSL \$985K accrual;
- 2) Surgeries continue to lag behind budget and prior year levels;
- 3) Legal fees continue to be over budget;
- 4) January's EBIDA, adjusted for pending Supplemental Income, DSH & P4P offset by reserving for Cash Payments required for Leases was a negative \$1.57M, and the YTD is a negative \$8.06M.

SGMH JANUARY 2024 SIGNIFICANT EXTRAORDINARY ITEMS IMPACTING EBIDA

2/22/2024

EXPENSE

INCOME

GAIN/(LOSS)

SALARIES / BENEFITS/ CONTRACT LABOR

TOTAL LABOR OVER BUDGET 1,213,154
 (INCLUDES \$984,717 ADDITIONAL CPSL EXPENSE)

OTHER EXPENSE

LEGAL FEES OVER BUDGET 61,110

RADIOLOGY FEES OVER BUDGET 25,000

ANESTHESIA FEES OVER BUDGET 70,540

REPAIRS/MAINTENANCE OVER BUDGET 56,232

HUMAN RESOURCES ANNUAL REQUIREMENTS 50,842

ANNUAL LICENSE CDPH 75,287

INSURANCE EXPENSE RECONCILIATION (110,000)

SUPPLIES UNDER BUDGET (345,260)

EXTRAORDINARY NEGATIVE EXPENSES 1,096,905

REVENUES

NET REVENUES UNDER BUDGET (876,148)

NET REVENUES FAVORABLE ADJUSTMENTS 700,000

OTHER REVENUES

OTHER REVENUES UNDER BUDGET (112,246)

EXTRAORDINARY POSITIVE (NEGATIVE) REVENUES (288,394) (1,385,299)

STATISTICS

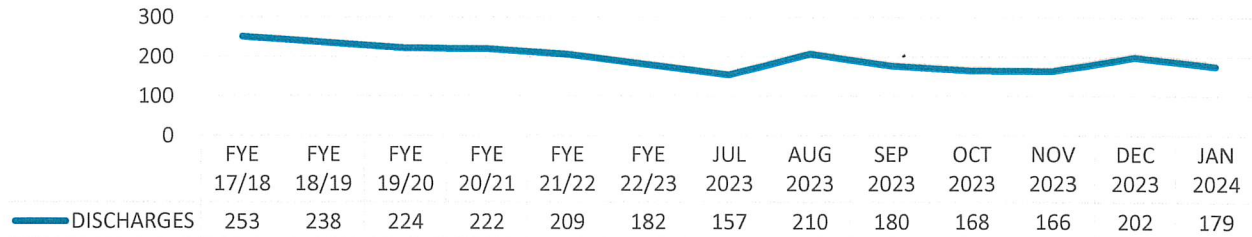
Inpatient Admissions/Discharges (Monthly Average)	Represents number of patients admitted/discharged into and out of the hospital.
Patient Days (Monthly Average)	Each day a patient stays in the hospital is counted as a patient day. This count is normally done at midnight.
Average Daily Census (Inpatient)	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

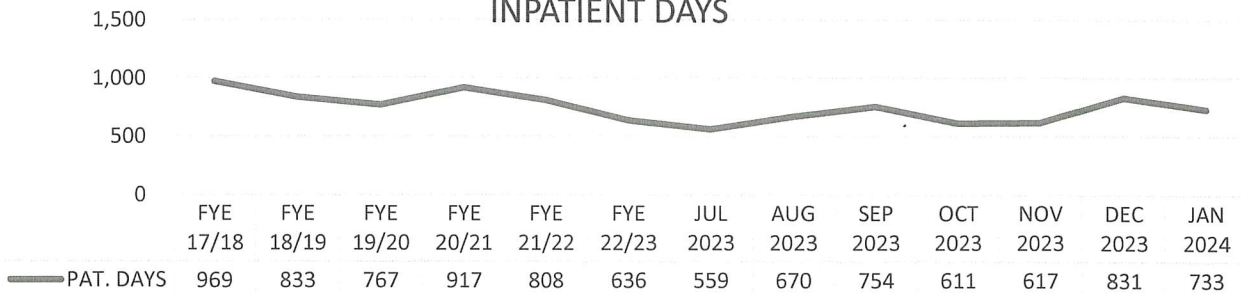
57 Worked FTEs (includes Registry FTEs)	Represents an equivalency of full-time staff worked. One FTE is equivalent of working 40 hours per week, 80 hours per pay period, 173.3 hours per 30 day month, or 2,080 hours in a 52 week year. This calculation divides the number of hours worked by the number of 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

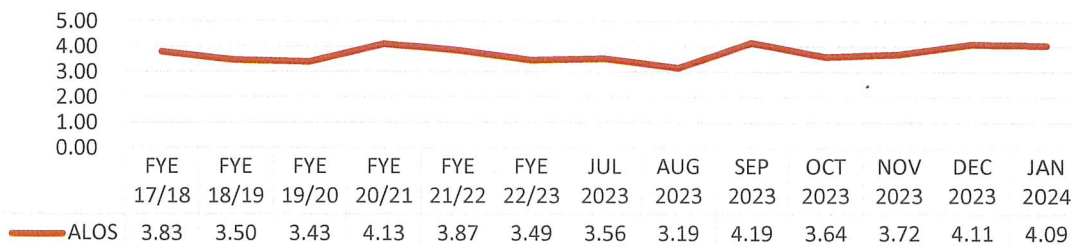
INPATIENT DISCHARGES



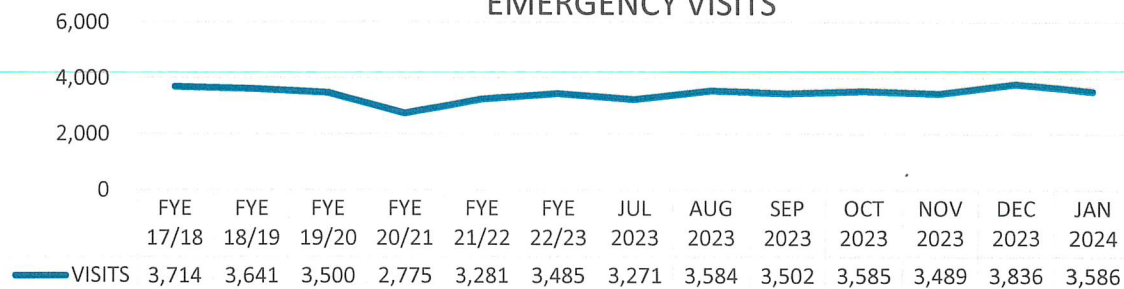
INPATIENT DAYS



AVERAGE LENGTH OF STAY

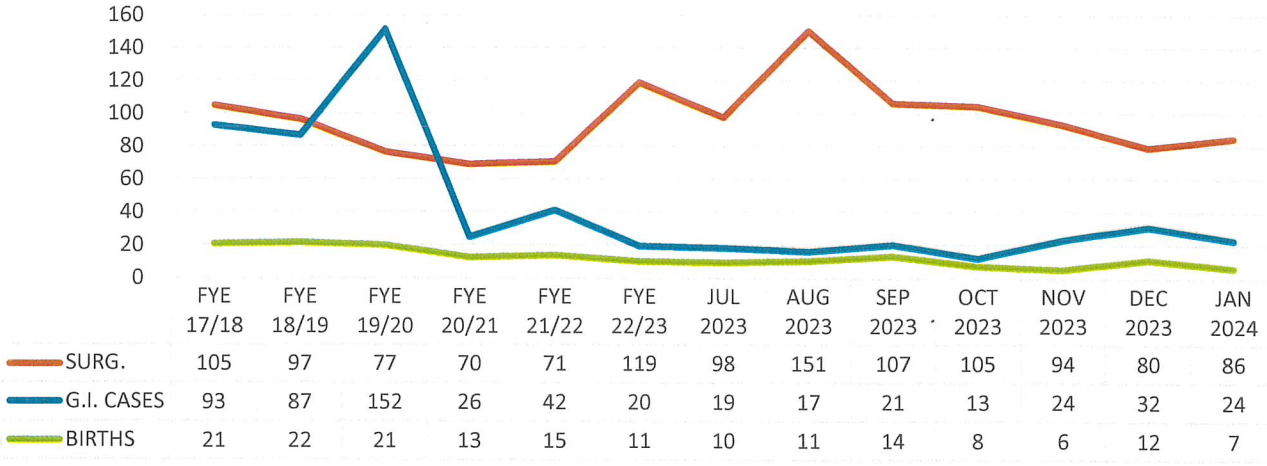


EMERGENCY VISITS

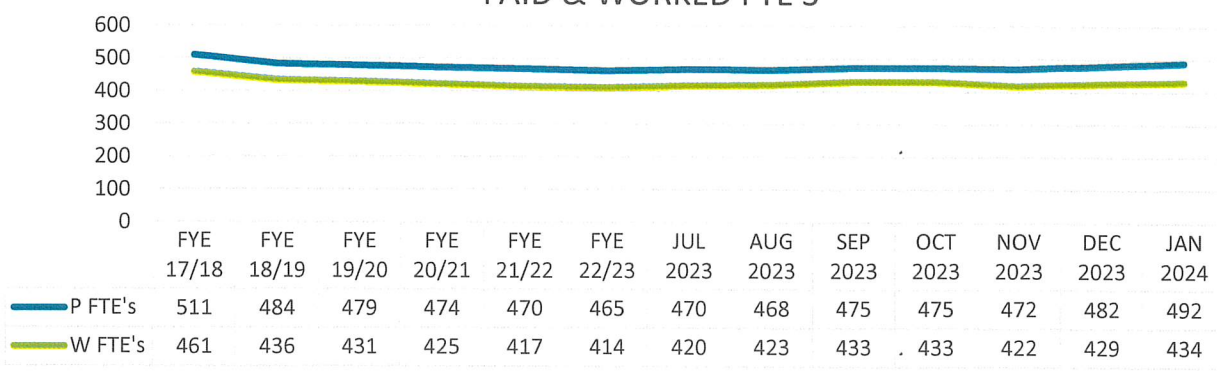


SAN GORGONIO MEMORIAL HOSPITAL

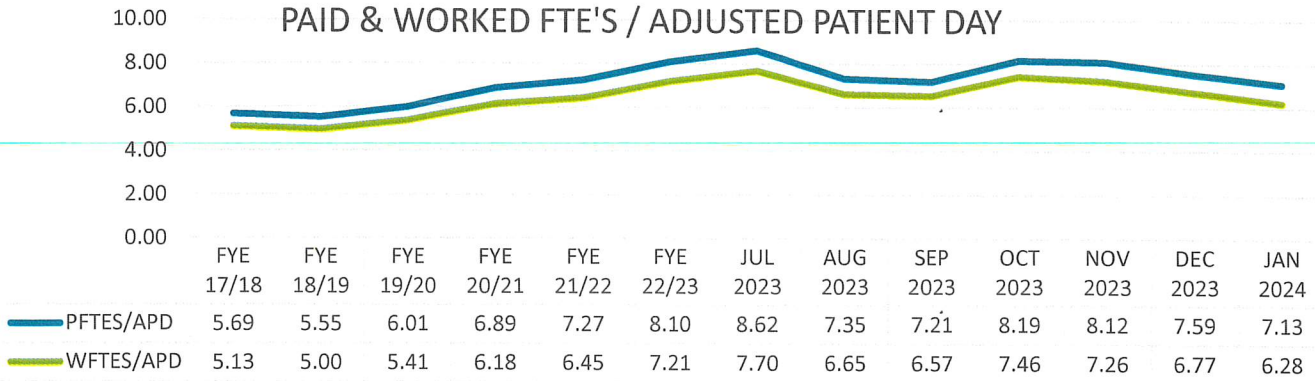
SURGERY CASES, G.I. CASES, N/B DELIVERIES




PAID & WORKED FTE'S



PAID & WORKED FTE'S / ADJUSTED PATIENT DAY

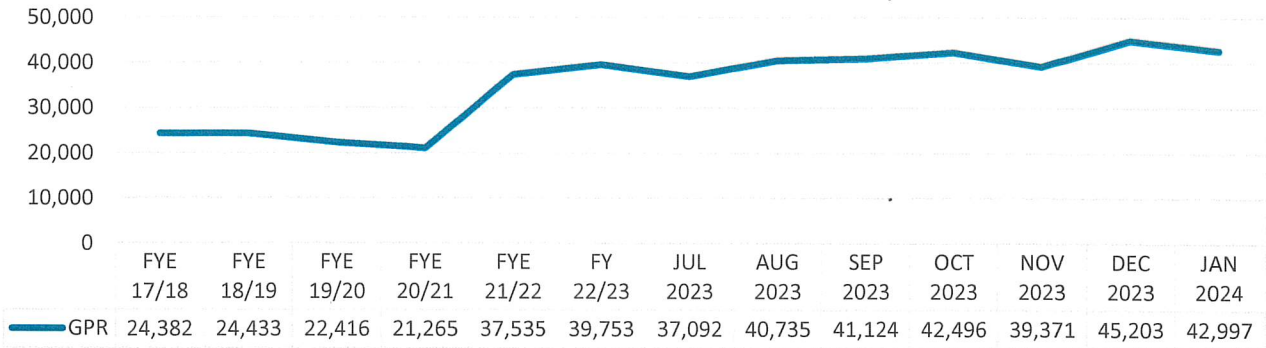


INCOME STATEMENT

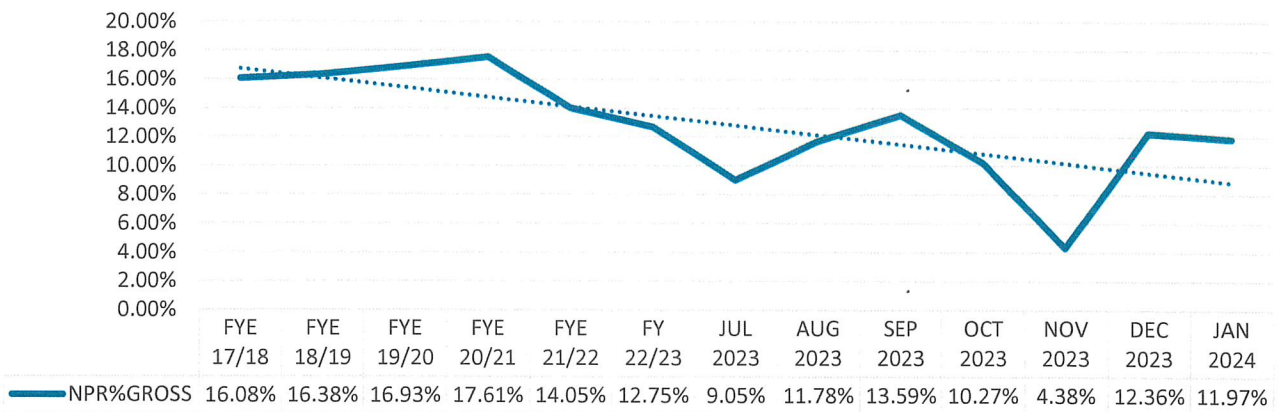
Gross Patient Revenue (000's) (Monthly Ave.)	Represents total charges (before discounts and allowances) made for all patient services provided.
Net Patient Revenue (NPR) (000's) (Monthly Ave.)	Equals the sum of all (patient) charges for services provided that are due to the hospital, less estimated adjustments 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 gauge 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

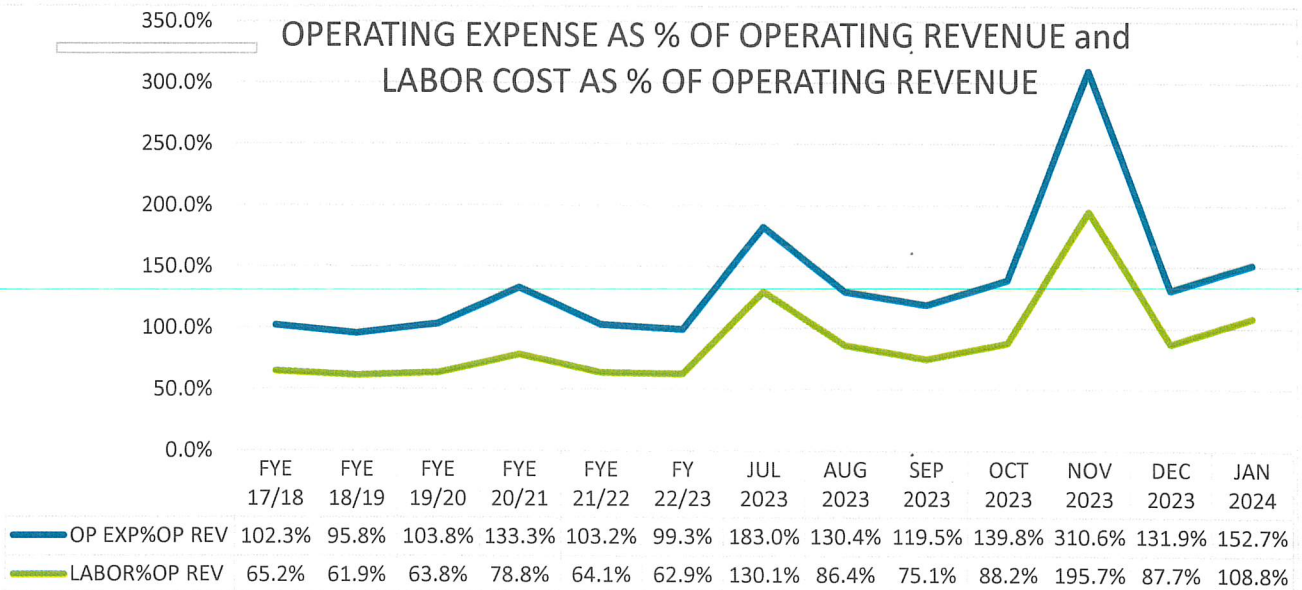
GROSS PATIENT REVENUE (000's)



NET PATIENT REVENUE AS % OF GROSS

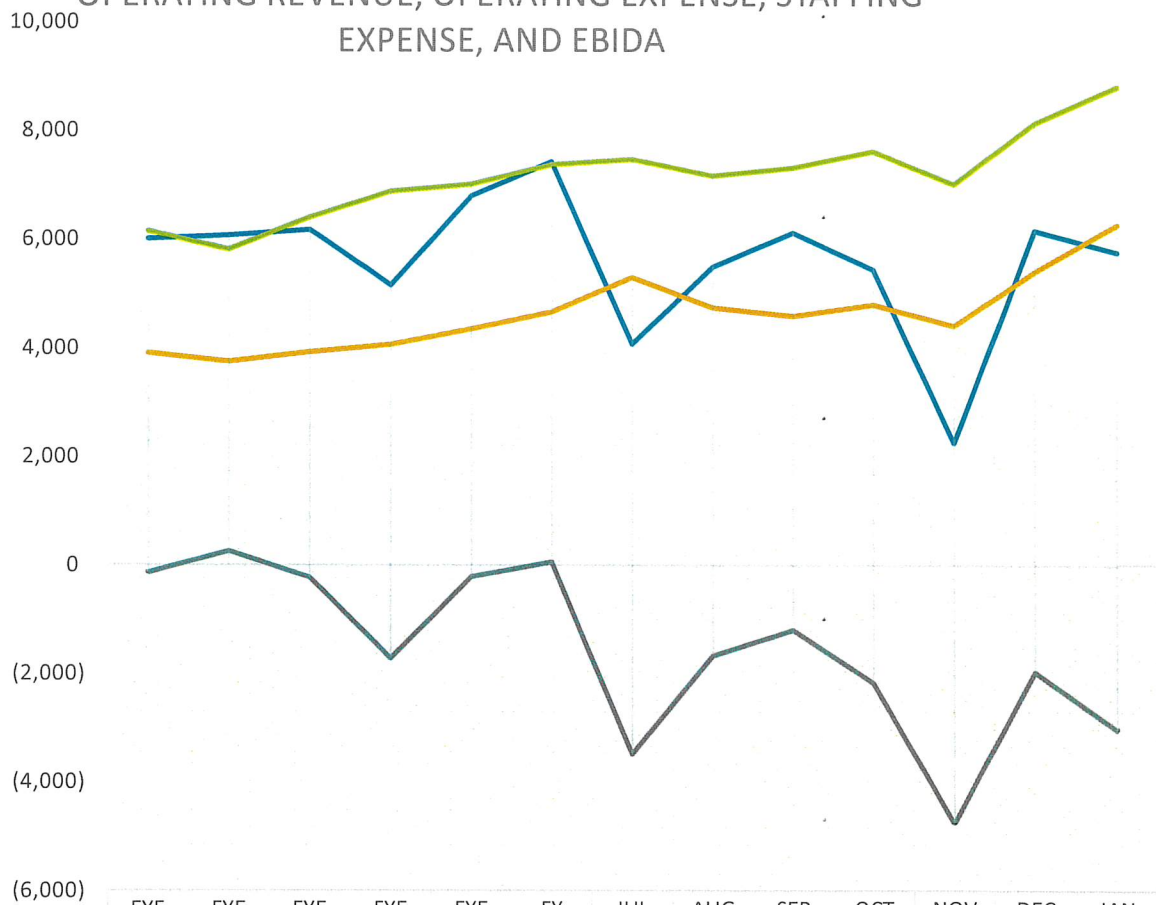


OPERATING EXPENSE AS % OF OPERATING REVENUE and LABOR COST AS % OF OPERATING REVENUE



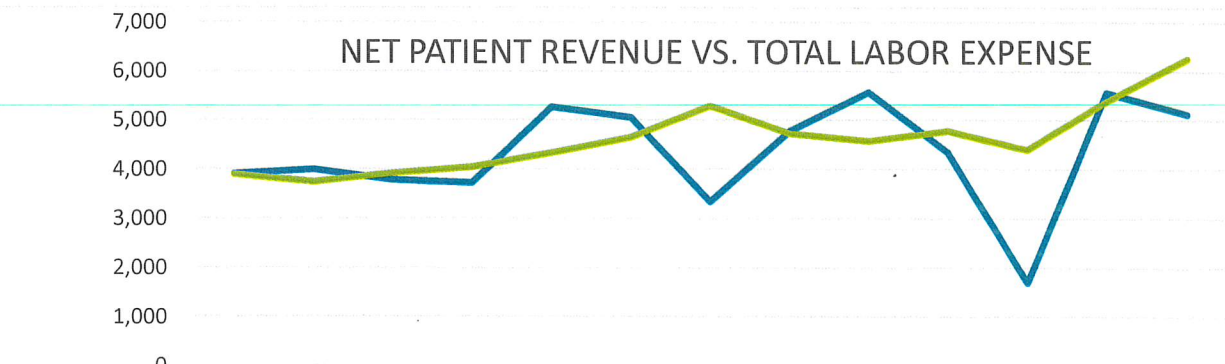
SAN GORGONIO MEMORIAL HOSPITAL

OPERATING REVENUE, OPERATING EXPENSE, STAFFING EXPENSE, AND EBIDA



	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	FYE 21/22	FY 22/23	JUL 2023	AUG 2023	SEP 2023	OCT 2023	NOV 2023	DEC 2023	JAN 2024
OP REV	6,006	6,069	6,165	5,160	6,791	7,425	4,078	5,495	6,118	5,442	2,256	6,167	5,772
OP EXP	6,147	5,817	6,398	6,878	7,007	7,370	7,461	7,164	7,310	7,610	7,006	8,132	8,811
STAFF EXP	3,915	3,755	3,932	4,065	4,354	4,668	5,303	4,746	4,593	4,802	4,416	5,411	6,277
EBIDA	(141)	252	(233)	(1,719)	(216)	55	(3,483)	(1,668)	(1,192)	(2,168)	(4,750)	(1,965)	(3,029)

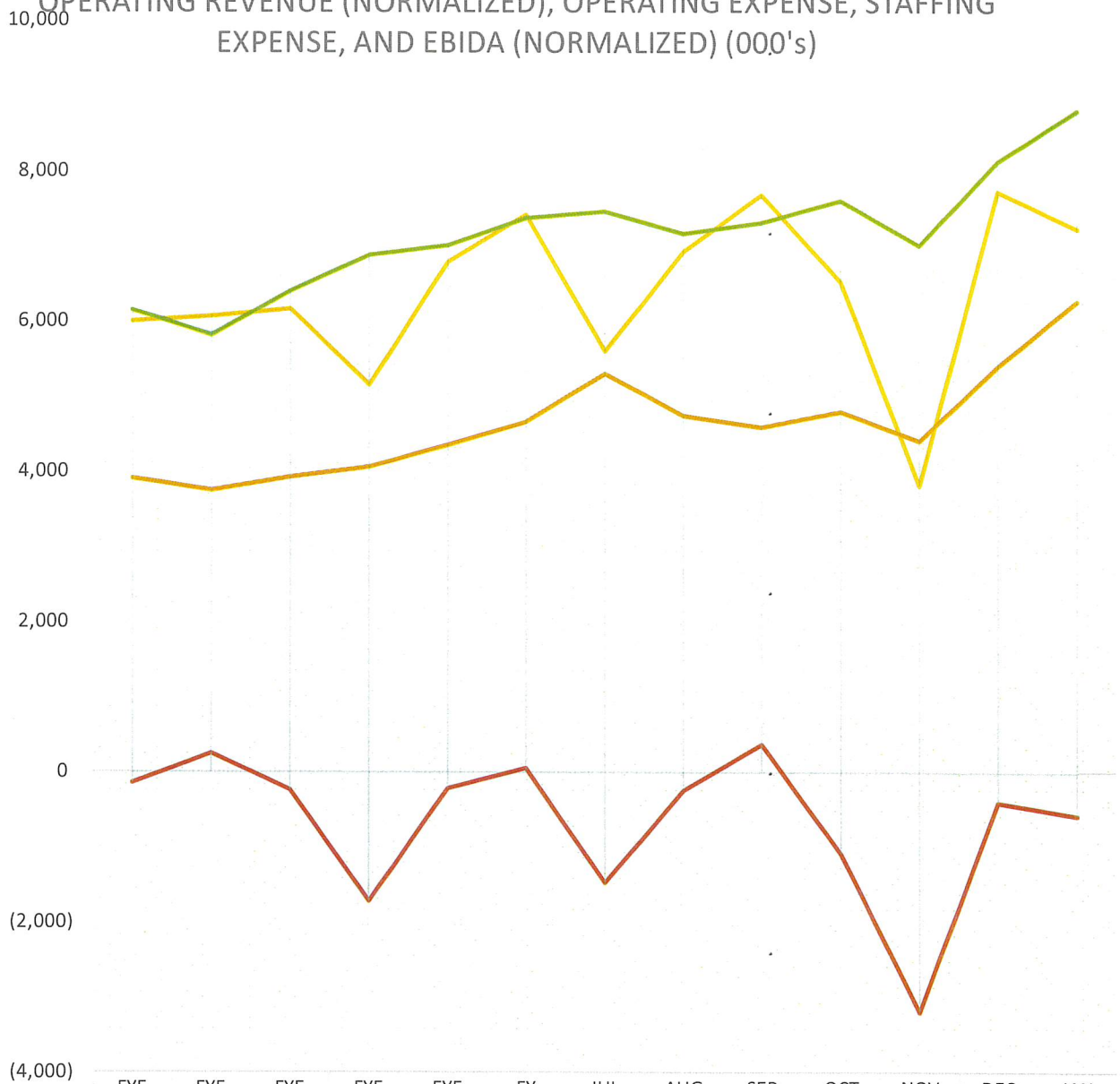
NET PATIENT REVENUE VS. TOTAL LABOR EXPENSE



	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	FYE 21/22	FY 22/23	JUL 2023	AUG 2023	SEP 2023	OCT 2023	NOV 2023	DEC 2023	JAN 2024
NET PAT REV	3,921	4,003	3,795	3,744	5,275	5,067	3,358	4,799	5,587	4,366	1,723	5,588	5,145
LABOR EXP	3,915	3,755	3,932	4,065	4,354	4,668	5,303	4,746	4,593	4,802	4,416	5,411	6,277

SAN GORGONIO MEMORIAL HOSPITAL

OPERATING REVENUE (NORMALIZED), OPERATING EXPENSE, STAFFING EXPENSE, AND EBIDA (NORMALIZED) (000's)



	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	FYE 21/22	FY 22/23	JUL 2023	AUG 2023	SEP 2023	OCT 2023	NOV 2023	DEC 2023	JAN 2024
REV NORMAL	6,006	6,069	6,165	5,160	6,791	7,425	5,607	6,924	7,682	6,525	3,821	7,732	7,243
OP EXP	6,147	5,817	6,398	6,878	7,007	7,370	7,461	7,164	7,310	7,610	7,006	8,132	8,811
LABOR EXP	3,915	3,755	3,932	4,065	4,354	4,668	5,303	4,746	4,593	4,802	4,416	5,411	6,277
EBIDA NORMAL	(141)	252	(233)	(1,719)	(216)	55	(1,471)	(240)	372	(1,085)	(3,185)	(400)	(573)

	FYE18/19	FYE19/20	FYE 20/21	FYE 21/22	FYE 22/23	FYE 23/24	FYE 23/24	FYE 23/24	FYE 23/24	FYE 23/24	FYE 23/24	FYE 23/24	FYE 23/24
	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	7/31/2023	8/31/2023	9/30/2023	10/31/2023	11/30/2023	12/31/2023	1/31/2024	
Gross Patient Revenue													
Inpatient Revenue	\$ 7,667,883	\$ 7,401,282	\$ 9,331,371	\$ 16,603,390	\$ 14,171,780	\$ 12,272,477	\$ 13,826,953	\$ 15,201,247	\$ 14,429,560	\$ 13,489,069	\$ 19,103,480	\$ 14,920,563	
Inpatient Psych/Rehab Revenue	0	0	0	0	0	-	-	-	-	-	-	-	
Outpatient Revenue	16,765,365	15,067,104	11,933,682	20,932,075	25,575,741	24,819,128	26,907,760	25,923,098	28,065,983	25,881,729	26,099,576	28,076,461	
Long Term Care Revenue	0	0	0	0	0	-	-	-	-	-	-	-	
Home Health Revenue	0	0	0	0	0	-	-	-	-	-	-	-	
Total Gross Patient Revenue	24,433,247	22,468,386	21,265,053	37,535,465	39,747,521	37,091,605	40,734,713	41,124,345	42,495,543	39,370,798	45,203,056	42,997,024	
Deductions From Revenue													
Discounts and Allowances	(19,588,148)	(17,845,730)	(16,635,734)	(31,267,149)	(33,545,205)	(32,843,917)	(34,825,978)	(34,572,937)	(37,124,786)	(36,796,629)	(38,595,300)	(36,989,290)	
Bad Debt Expense	(858,023)	(653,280)	(824,395)	(1,045,570)	(1,047,941)	(864,969)	(964,980)	(950,573)	(901,941)	(808,712)	(924,718)	(847,519)	
GI HMO Discounts	0	0	0	0	0	0	0	0	0	0	0	0	
Charity Care	(56,168)	(86,517)	(41,362)	(136,947)	(97,443)	(24,281)	(144,312)	(13,958)	(103,164)	(42,458)	(94,878)	(15,178)	
Total Deductions From Revenue	(20,502,339)	(18,585,527)	(17,501,490)	(32,449,666)	(34,690,589)	(33,733,167)	(35,935,270)	(35,537,468)	(38,129,891)	(37,647,799)	(39,614,896)	(37,851,987)	
	-83.9%	-82.7%	-82.3%	-86.5%	-87.3%	-90.9%	-88.2%	-86.4%	-89.7%	-95.6%	-87.6%	-88.0%	
Net Patient Revenue	3,930,908	3,882,859	3,763,563	5,085,799	5,056,932	3,358,438	4,799,443	5,586,877	4,365,652	1,722,999	5,588,160	5,145,037	
Non- Patient Revenues													
Supplemental Revenues	1,485,337	1,157,326	869,707	501,407	941,881	35,377	136,446	0	481,713	0	0	93,504	
Grants & Other Op Revenues	205,590	750,434	505,190	725,066	986,421	115,377	158,046	129,370	193,230	131,437	177,703	131,682	
Clinic Net Revenues	22,382	15,743	0	0	0	0	0	0	0	0	0	0	
Tax Subsidies Measure D	196,524	199,469	209,744	229,405	213,402	246,994	246,994	246,994	246,994	246,994	246,994	246,994	
Tax Subsidies Prop 13	115,388	114,061	142,552	146,104	189,707	154,500	154,500	154,500	154,500	154,500	154,500	154,500	
Tax Subsidies County Suplmtl Funds	16,159	9,064	16,163	25,561	2,308	167,258	0	0	0	0	0	0	
Non-Patient Revenues	2,041,381	2,246,097	1,743,355	1,627,542	2,333,719	719,506	695,986	530,864	1,076,437	532,931	579,197	626,680	
Total Operating Revenue	5,972,289	6,128,956	5,506,919	6,713,341	7,390,651	4,077,944	5,495,429	6,117,741	5,442,089	2,255,930	6,167,357	5,771,717	
Operating Expenses													
Salaries and Wages	2,941,226	3,104,224	3,125,159	3,420,974	3,634,721	4,119,595	3,674,360	3,550,566	3,776,105	3,194,719	4,333,628	5,126,248	
Fringe Benefits	702,477	752,708	856,889	830,599	938,301	1,013,089	970,221	848,892	1,033,920	978,795	955,047	1,005,066	
Contract Labor	106,628	59,516	114,886	99,977	81,255	170,728	101,775	176,561	193,746	242,190	122,459	145,922	
Physicians Fees	246,631	331,858	350,783	330,533	299,739	280,402	260,382	307,954	290,783	282,650	798,595	462,618	
Purchased Services	513,857	691,337	772,336	892,521	863,657	840,396	941,985	1,007,492	1,002,184	1,078,252	802,077	936,912	
Supply Expense	685,518	751,025	903,883	995,446	953,253	700,018	814,829	906,328	861,780	762,898	650,227	648,726	
Utilities	75,471	80,680	92,287	111,192	93,037	104,939	107,960	76,274	88,098	97,211	115,692	103,927	
Repairs and Maintenance	58,325	58,592	139,712	76,806	76,806	61,860	69,232	147,878	136,677	92,822	44,993	141,551	
Insurance Expense	85,267	103,277	110,683	112,745	119,548	185,434	133,116	147,115	138,116	128,116	146,380	38,130	
All Other Operating Expenses	70,922	160,745	148,752	101,142	151,928	59,602	47,639	68,331	55,072	93,494	117,737	173,637	
IGT Expense	58,743	109,484	172,366	0	91,499	0	0	0	0	0	0	0	
Leases and Rentals	76,150	79,233	79,424	37,952	99,514	25,370	42,245	55,457	50,740	54,691	45,049	28,370	
1206 (b) CLINIC	98,810	94,628	34,096	0	0	0	0	0	0	0	0	0	
Total Operating Expenses	5,720,023	6,377,306	6,901,255	7,010,605	7,403,258	7,561,433	7,163,744	7,310,033	7,610,036	7,005,838	8,131,884	8,811,107	
EBIDA	252,266	(248,351)	(1,394,337)	(297,264)	(12,606)	(3,483,489)	(1,668,315)	(1,192,292)	(2,167,947)	(4,749,908)	(1,964,527)	(3,039,390)	
Interest, Depreciation, and Amortization													
Depreciation Expense	497,808	506,497	494,721	472,317	495,039	514,671	515,528	605,920	571,451	569,523	577,088	640,273	
Interest & Amortization Expense	418,193	422,094	447,994	391,606	484,663	434,111	445,099	383,794	405,597	370,607	369,556	442,597	
Total Interest, Depr, & Amort.	916,000	928,591	942,715	863,923	979,702	948,782	960,627	989,714	977,048	940,130	946,644	1,082,870	
Non-Operating Revenue:													
Contributions & Other	7,745	27,759	7,121	25,068	132,587	13,926	1,225,118	21,774	13,626	415,400	13,626	465,626	
Tax Subsidies for GO Bonds - M-A	692,457	666,966	598,410	616,059	660,979	627,353	627,353	627,353	627,353	627,353	627,353	627,353	
Total Non Operating Revenue/(Expense)	700,202	694,725	605,531	641,127	793,566	641,279	1,852,471	649,127	640,979	1,042,753	640,979	1,092,979	
Total Net Surplus/(Loss)	36,467	(482,217)	(1,731,521)	(520,060)	(198,742)	(3,790,992)	(776,471)	(1,532,879)	(2,504,016)	(4,647,285)	(2,270,192)	(3,029,281)	
Change in Interest in Foundation	0	0	0	0	0	0	0	0	0	0	0	0	
Extra-ordinary Loss	0	(689,574)	(650)	(284,792)	0	0	0	0	0	0	0	0	
Increase/(Decrease in Unrestricted Net Assets	\$ 36,467	\$ (1,171,791)	\$ (1,732,171)	\$ (804,852)	\$ (198,742)	\$ (3,790,992)	\$ (776,471)	\$ (1,532,879)	\$ (2,504,016)	\$ (4,647,285)	\$ (2,270,192)	\$ (3,029,281)	
Total Profit Margin	0.6%	-7.9%	-31.4%	-7.7%	-2.7%	-93.0%	-14.1%	-25.1%	-46.0%	-206.0%	-36.8%	-52.5%	
EBIDA %	4.2%	-4.1%	-25.3%	-4.4%	-0.2%	-85.4%	-30.4%	-19.5%	-39.8%	-210.6%	-31.9%	-52.7%	

Actual EBIDA for Month


Adjustments to EBIDA to account for Cash Impact of GASB Lease Reclassification

Adjustment for Normalization of Supplemental Income Incl DSH & P4P (Net of Current Month Receipts)

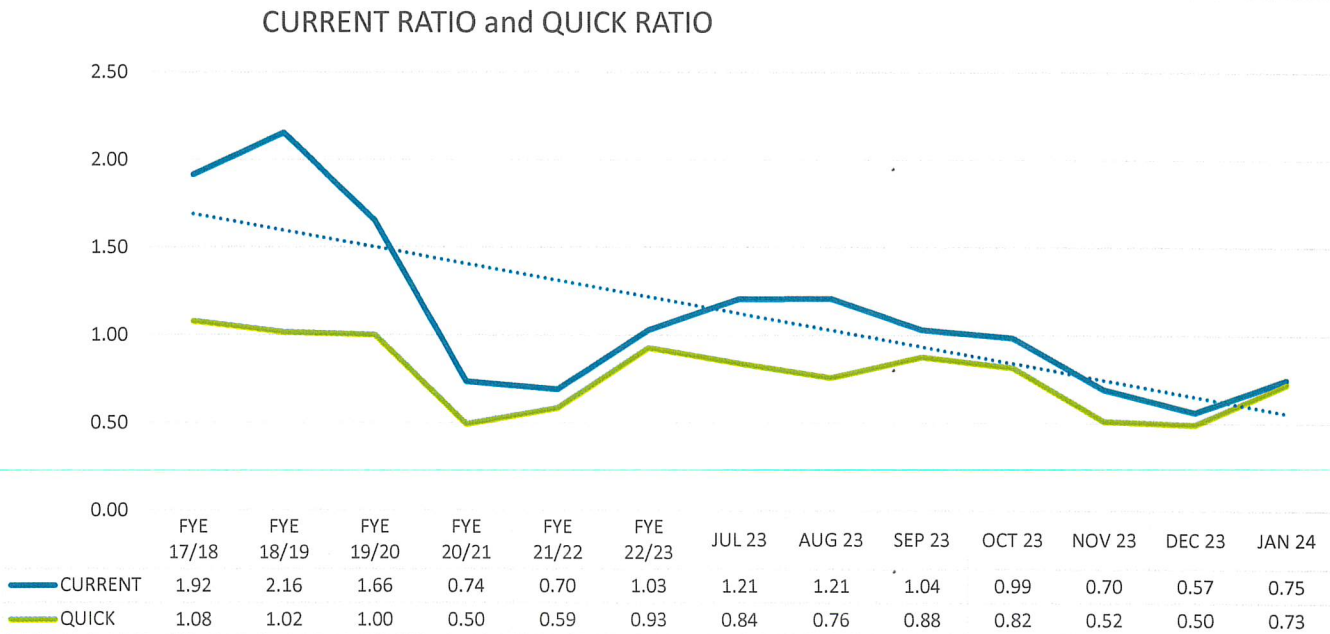
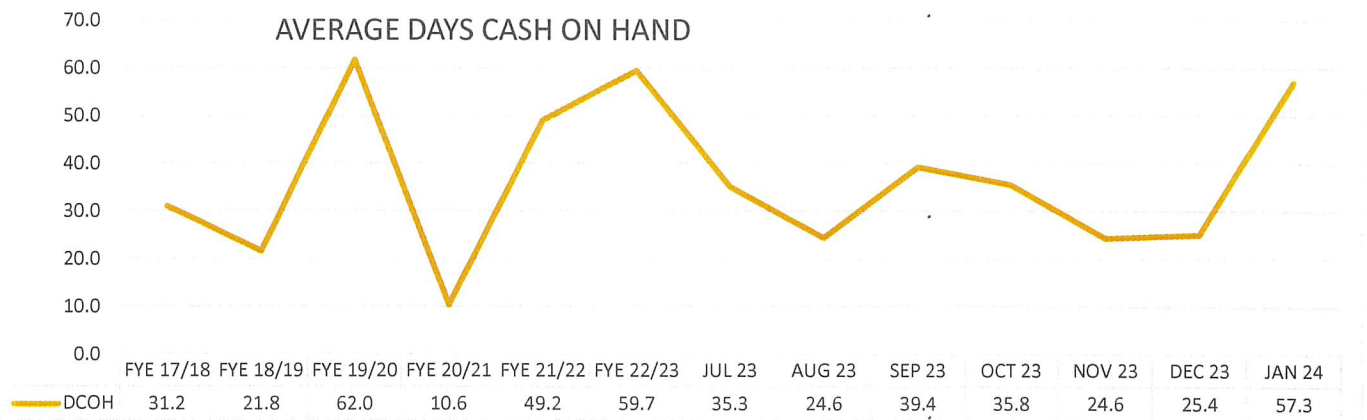
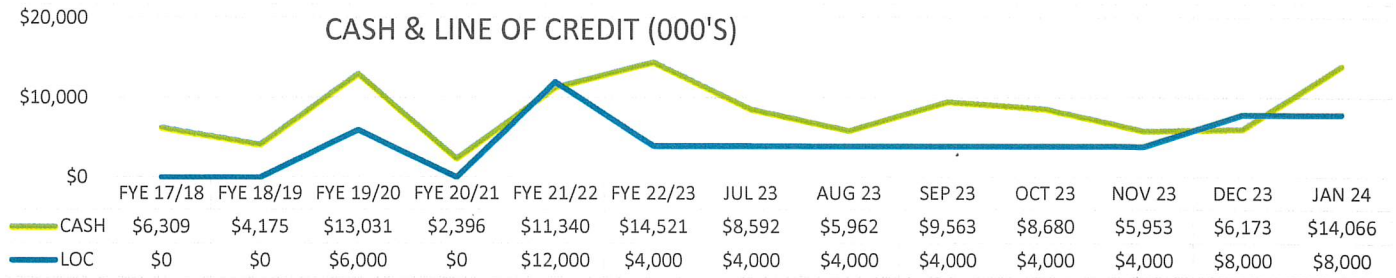
Effective EBIDA after Normalization of Supplementals & Adjustments for Cash Outlays for Leases

	(3,483,489)	(1,668,315)	(1,192,292)	(2,167,947)	(4,749,908)	(1,964,527)	(3,039,390)
	(55,132)	(55,132)	(55,132)	(55,132)	(55,132)	(55,132)	(55,132)
	1,584,430	1,483,361	1,619,807	1,138,094	1,619,807	1,619,807	1,526,303
	(1,954,191)	(240,086)	372,383	(1,084,985)	(3,185,233)	(399,852)	(1,568,219)
YTD	(2,194,277)	(1,821,894)	(1,821,894)	(2,906,879)	(6,092,112)	(6,491,965)	(8,060,184)

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 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.

SAN GORGONIO MEMORIAL HOSPITAL

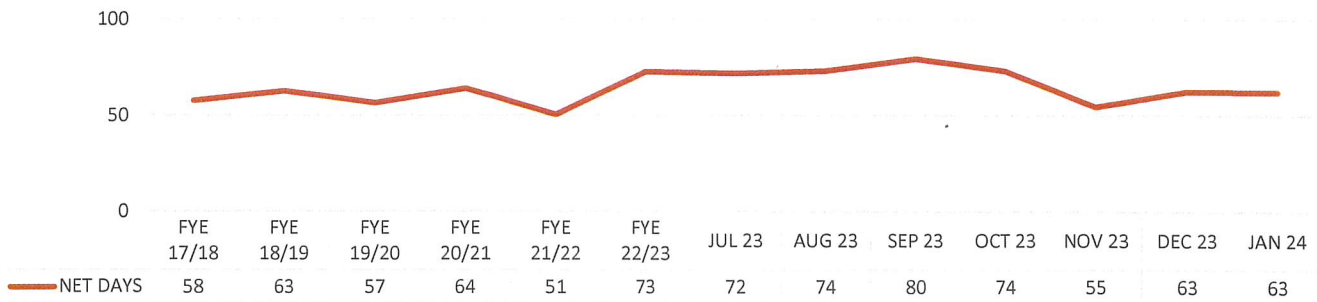


SAN GORGONIO MEMORIAL HOSPITAL

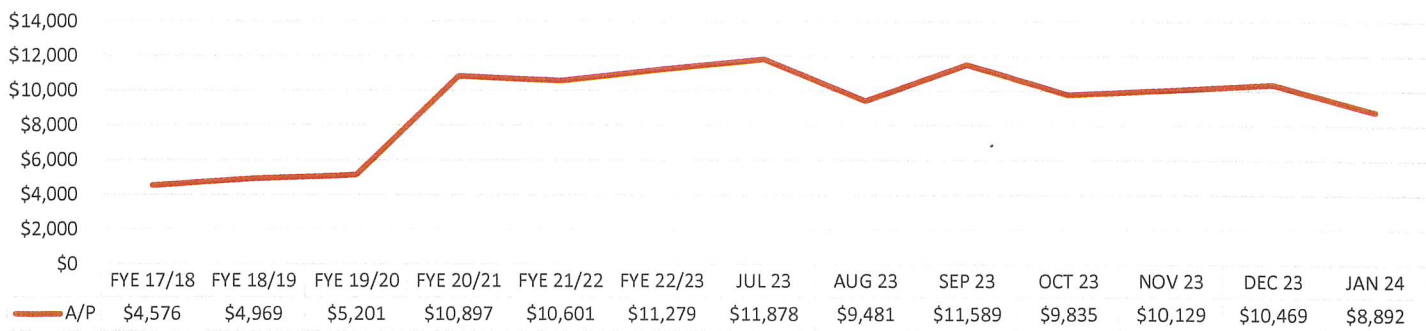
NET ACCOUNTS RECEIVABLE (000'S)



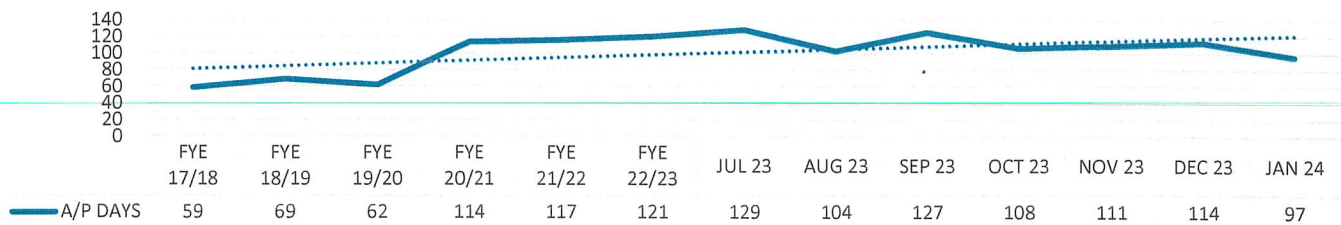
AVE. DAYS OF COLLECTIONS IN NET A/R



ACCOUNTS PAYABLE (000'S)



AVERAGE DAYS IN ACCOUNTS PAYABLE



	A	B	C	D	E	F	G	H	I	J
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL									
2	INCOME STATEMENT	JANUARY 2024 BUDGET	JANUARY 2024 ACTUAL	VARIANCE JANUARY ACTUAL TO BUDGET	VARIANCE PER CENTAGE		JANUARY 2024 YTD BUDGET	JANUARY 2024 YTD ACTUAL	VARIANCE JANUARY YTD ACTUAL TO BUDGET	YTD VARIANCE PER CENTAGE
3	NET INCOME	(1,412,538)	(3,029,281)	(1,616,743)	-114.5%		(6,353,896)	(18,551,116)	(12,197,220)	-192.0%
4	EBIDA	(1,811,470)	(3,039,390)	(1,227,920)	-67.8%		(8,192,400)	(18,291,189)	(10,098,789)	-123.3%
5										
6	TOTAL OPERATING REVENUE	6,060,111	5,771,717	(288,394)	-4.8%		43,681,589	35,328,207	(8,353,382)	-19.1%
7	NET PATIENT REVENUE	5,321,185	5,145,037	(176,148)	-3.3%		38,374,343	30,566,606	(7,807,737)	-20.3%
13	OTHER OPERATING REVENUE	738,926	626,680	(112,246)	-15.2%		5,307,246	4,761,601	(545,645)	-10.3%
21	TOTAL OPERATING EXPENSE	7,871,581	8,811,107	(939,526)	-11.9%		51,873,989	53,619,396	(1,745,407)	-3.4%
35	NON-OPERATING REVENUE & EXPENSE	1,360,428	1,092,979	(267,449)	-19.7%		8,565,694	6,560,567	(2,005,127)	-23.4%
39	TOTAL INTEREST & DEPRECIATION	961,496	1,082,870	(121,374)	-12.6%		6,727,190	6,820,494	(93,304)	-1.4%
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	A	B	C	D	E	F	G	
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL							
2	BALANCE SHEET	JUNE 2023	NOVEMBER 2023	DECEMBER 2023	JANUARY 2024	VARIANCE DECEMBER TO JANUARY	VARIANCE PERCENTAGE	
3	TOTAL ASSETS	112,558,570	103,366,137	104,958,733	112,391,784	7,433,051	7.1%	
4	CURRENT ASSETS	29,638,354	20,995,007	19,794,071	24,748,448	4,954,377	25.0%	
16	ASSETS WHICH USE IS LIMITED	9,102,770	10,666,301	13,828,639	16,738,243	2,909,604	21.0%	
17	NET PROPERTY, PLANT, AND EQUIPMENT	73,452,527	71,848,905	71,482,689	71,054,280	(428,409)	-0.6%	
24	OTHER ASSETS	364,919	(144,076)	(146,666)	(149,187)	(2,521)	1.7%	
25								
26	TOTAL LIABILITIES & FUND BALANCE	112,558,570	103,366,074	104,958,668	112,391,706	(7,433,038)	-7.1%	
27	TOTAL LIABILITIES	148,421,077	160,739,918	164,602,704	175,065,023	(10,462,319)	-6.4%	
28	CURRENT LIABILITES	28,682,871	27,875,404	32,185,743	32,865,186	(679,443)	-2.1%	
39	LONG TERM LIABILITIES	119,738,206	132,864,514	132,416,961	142,199,837	(9,782,876)	-7.4%	
41	NET ASSETS	(36,108,787)	(57,373,844)	(59,644,036)	(62,673,317)	3,029,281	-5.1%	
45								
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SAN GORGONIO MEMORIAL HOSPITAL

		FY23	FY 24	FY 24		FY 23	FY 24	FY 24		FY 23
		01/31/23	01/31/24	01/31/24		2023	2024	2024		2023
		ACTUAL	ACTUAL	BUDGET		7 MOS YTD ACTUAL	7 MOS YTD ACTUAL	7 MOS.YTD BUDGET		YR END TOTAL
[1]	Total Acute Patient Days	653	733	841		4,834	4,775	4,966		7,636
[2]	Average Daily Census	21.1	23.6	27.1		22.5	22.2	23.1		20.9
[3]	Average Acute Length of Stay	3.5	4.1	3.7		3.6	3.8	3.5		3.5
[4]	Patient Discharges	184	179	227		1,350	1,262	1,431		2,186
[5]	Adjusted Patient Days	1,757	2,139	2,105		12,870	13,393	13,426		21,460
[6]	Observation Days	252	349	299		1,820	2,173	2,092		3,160
[7]	Total Emergency Room Visits	3,266	3,586	3,955		25,159	24,853	27,685		41,821
[8]	Average ED Visits Per Day	105	116	128		117	116	129		115
[9]	Total Surgeries (Excluding G.I.'s)	121	86	122		839	721	901		1,433
[10]	Deliveries/Births	6	7	10		85	68	91		131

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	A	B	C	D	E	F	G	H	I	J
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL									
2	INCOME STATEMENT	JANUARY 2024 BUDGET	JANUARY 2024 ACTUAL	VARIANCE JANUARY ACTUAL TO BUDGET	VARIANCE PER CENTAGE		JANUARY 2024 YTD BUDGET	JANUARY 2024 YTD ACTUAL	VARIANCE JANUARY YTD ACTUAL TO BUDGET	YTD VARIANCE PER CENTAGE
3	NET INCOME	(1,412,538)	(3,029,281)	(1,616,743)	-114.5%		(6,353,896)	(18,551,116)	(12,197,220)	-192.0%
4	EBIDA	(1,811,470)	(3,039,390)	(1,227,920)	-67.8%		(8,192,400)	(18,291,189)	(10,098,789)	-123.3%
5										
6	TOTAL OPERATING REVENUE	6,060,111	5,771,717	(288,394)	-4.8%		43,681,589	35,328,207	(8,353,382)	-19.1%
7	NET PATIENT REVENUE	5,321,185	5,145,037	(176,148)	-3.3%		38,374,343	30,566,606	(7,807,737)	-20.3%
8	GROSS REVENUE FROM PATIENT SERVICES	45,951,735	42,997,024	(2,954,711)	-6.4%		297,521,971	289,017,084	(8,504,887)	-2.9%
9	TOTAL INPATIENT REVENUE	18,270,190	14,920,563	(3,349,627)	-18.3%		110,486,335	103,243,349	(7,242,986)	-6.6%
10	TOTAL OUTPATIENT REVENUE	27,681,545	28,076,461	394,916	1.4%		187,035,636	185,773,735	(1,261,901)	-0.7%
11	DEDUCTIONS FROM REVENUE	(40,630,550)	(37,851,987)	2,778,563	-6.8%		(259,147,628)	(258,450,478)	697,150	-0.3%
12										
13	OTHER OPERATING REVENUE	738,926	626,680	(112,246)	-15.2%		5,307,246	4,761,601	(545,645)	-10.3%
14	OTHER REVENUE - RATE RANGE	0	0	0	0.0%		0	0	0	0.0%
15	OTHER REVENUE - OTHER SUPPLEMENTALS	0	0	0	0.0%		434,000	481,713	47,713	11.0%
16	OTHER REVENUE - DSH	18,746	23,625	4,879	26.0%		56,236	99,536	43,300	77.0%
17	OTHER REVENUE - P4P	51,750	69,879	18,129	35.0%		138,000	206,325	68,325	49.5%
18	OTHER REVENUE - OTHER	258,603	131,682	(126,921)	-49.1%		1,810,221	996,311	(813,910)	-45.0%
19	OPERATING TAX REVENUES	409,827	401,494	(8,333)	-2.0%		2,868,789	2,977,716	108,927	3.8%
20										
21	TOTAL OPERATING EXPENSE	7,871,581	8,811,107	(939,526)	-11.9%		51,873,989	53,619,396	(1,745,407)	-3.4%
22	TOTAL LABOR EXPENSE	5,064,082	6,277,236	(1,213,154)	-24.0%		33,573,113	35,733,632	(2,160,519)	-6.4%
23	WAGES	3,938,213	5,126,248	(1,188,035)	-30.2%		25,941,700	27,775,221	(1,833,521)	-7.1%
24	EMPLOYEE BENEFITS	1,019,717	1,005,066	14,651	1.4%		7,003,592	6,805,030	198,562	2.8%
25	CONTRACT LABOR	106,152	145,922	(39,770)	-37.5%		627,821	1,153,381	(525,560)	-83.7%
26	PHYSICIAN FEES	312,187	462,618	(150,431)	-48.2%		2,185,309	2,683,384	(498,075)	-22.8%
27	PURCHASED SERVICES	955,496	936,912	18,584	1.9%		6,138,866	6,609,298	(470,432)	-7.7%
28	SUPPLY EXPENSE	993,986	648,726	345,260	34.7%		6,536,805	5,344,806	1,191,999	18.2%
29	UTILITIES	104,811	103,927	884	0.8%		751,809	694,101	57,708	7.7%
30	REPAIRS AND MAINTENANCE	85,319	141,551	(56,232)	-65.9%		578,441	695,013	(116,572)	-20.2%
31	INSURANCE	146,289	38,130	108,159	73.9%		1,024,023	916,408	107,615	10.5%
32	OTHER EXPENSES	164,037	173,637	(9,600)	-5.9%		768,005	615,512	152,493	19.9%
33	LEASE AND RENTALS	45,374	28,370	17,004	37.5%		317,618	327,242	(9,624)	-3.0%
34										
35	NON-OPERATING REVENUE & EXPENSE	1,360,428	1,092,979	(267,449)	-19.7%		8,565,694	6,560,567	(2,005,127)	-23.4%
36	OTHER NON-OPERATING REVENUE	733,075	465,626	(267,449)	-36.5%		4,174,223	2,169,096	(2,005,127)	-48.0%
37	NON-OPERATING TAX REVENUE	627,353	627,353	0	0.0%		4,391,471	4,391,471	0	0.0%
38	EXTRAORDINARY REVENUE	0	0	0			0	0	0	
39	TOTAL INTEREST & DEPRECIATION	961,496	1,082,870	(121,374)	-12.6%		6,727,190	6,820,494	(93,304)	-1.4%
40	DEPRECIATION	522,709	640,273	(117,564)	-22.5%		3,655,681	3,969,133	(313,452)	-8.6%
41	INTEREST & AMORTIZATION	438,787	442,597	(3,810)	-0.9%		3,071,509	2,851,361	220,148	7.2%
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	A	B	C	D	E	F	G	H	I	J
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL									
2	INCOME STATEMENT	JANUARY 2024 FLEX BUDGET	JANUARY 2024 ACTUAL	VARIANCE JANUARY ACTUAL TO FLEX BUDGET	VARIANCE PER CENTAGE		JANUARY 2024 YTD FLEX BUDGET	JANUARY 2024 YTD ACTUAL	VARIANCE JANUARY YTD ACTUAL TO FLEX BUDGET	YTD VARIANCE PER CENTAGE
3	NET INCOME	(3,709,551)	(3,029,281)	680,270	18.3%		(10,423,860)	(18,551,116)	(8,127,256)	-78.0%
4	EBIDA	(4,111,349)	(3,039,390)	1,071,959	26.1%		(12,271,216)	(18,291,189)	(6,019,973)	-49.1%
5										
6	TOTAL OPERATING REVENUE	3,922,946	5,771,717	1,848,771	47.1%		39,182,472	35,328,207	(3,854,265)	-9.8%
7	NET PATIENT REVENUE	2,765,949	5,145,037	2,379,088	86.0%		33,532,155	30,566,606	(2,965,549)	-8.8%
8	GROSS REVENUE FROM PATIENT SERVICES	41,745,232	42,997,024	1,251,792	3.0%		285,388,386	289,017,084	3,628,698	1.3%
9	TOTAL INPATIENT REVENUE	15,543,261	14,920,563	(622,698)	-4.0%		106,841,091	103,243,349	(3,597,742)	-3.4%
10	TOTAL OUTPATIENT REVENUE	26,201,971	28,076,461	1,874,490	7.2%		178,547,295	185,773,735	7,226,440	4.0%
11	DEDUCTIONS FROM REVENUE	(38,979,283)	(37,851,987)	1,127,296	-2.9%		(251,856,231)	(258,450,478)	(6,594,247)	2.6%
12										
13	OTHER OPERATING REVENUE	1,156,997	626,680	(530,317)	-45.8%		5,650,317	4,761,601	(888,716)	-15.7%
14	OTHER REVENUE - RATE RANGE	0	0	0	0.0%		0	0	0	0.0%
15	OTHER REVENUE - OTHER SUPPLEMENTALS	455,571	0	(455,571)	0.0%		889,571	481,713	(407,858)	0.0%
16	OTHER REVENUE - DSH	18,746	23,625	4,879	26.0%		56,236	99,536	43,300	77.0%
17	OTHER REVENUE - P4P	51,750	69,879	18,129	35.0%		138,000	206,325	68,325	49.5%
18	OTHER REVENUE - OTHER	221,103	131,682	(89,421)	-40.4%		1,697,721	996,311	(701,410)	-41.3%
19	OPERATING TAX REVENUES	409,827	401,494	(8,333)	-2.0%		2,868,789	2,977,716	108,927	3.8%
20										
21	TOTAL OPERATING EXPENSE	8,034,295	8,811,107	(776,812)	-9.7%		51,453,688	53,619,396	(2,165,708)	-4.2%
22	TOTAL LABOR EXPENSE	5,317,332	6,277,236	(959,904)	-18.1%		33,712,115	35,733,632	(2,021,517)	-6.0%
23	WAGES	4,231,153	5,126,248	(895,095)	-21.2%		26,268,432	27,775,221	(1,506,789)	-5.7%
24	EMPLOYEE BENEFITS	997,578	1,005,066	(7,488)	-0.8%		6,899,277	6,805,030	94,247	1.4%
25	CONTRACT LABOR	88,601	145,922	(57,321)	-64.7%		544,406	1,153,381	(608,975)	-111.9%
26	PHYSICIAN FEES	345,520	462,618	(117,098)	-33.9%		2,218,642	2,683,384	(464,742)	-20.9%
27	PURCHASED SERVICES	939,263	936,912	2,351	0.3%		6,042,441	6,609,298	(566,857)	-9.4%
28	SUPPLY EXPENSE	886,915	648,726	238,189	26.9%		6,045,310	5,344,806	700,504	11.6%
29	UTILITIES	104,811	103,927	884	0.8%		751,809	694,101	57,708	7.7%
30	REPAIRS AND MAINTENANCE	85,139	141,551	(56,412)	-66.3%		577,500	695,013	(117,513)	-20.3%
31	INSURANCE	146,289	38,130	108,159	73.9%		1,024,023	916,408	107,615	10.5%
32	OTHER EXPENSES	163,659	173,637	(9,978)	-6.1%		764,259	615,512	148,747	19.5%
33	LEASE AND RENTALS	45,367	28,370	16,997	37.5%		317,589	327,242	(9,653)	-3.0%
34										
35	NON-OPERATING REVENUE & EXPENSE	1,360,428	1,092,979	(267,449)	-19.7%		8,565,694	6,560,567	(2,005,127)	-23.4%
36	OTHER NON-OPERATING REVENUE	733,075	465,626	(267,449)	-36.5%		4,174,223	2,169,096	(2,005,127)	-48.0%
37	NON-OPERATING TAX REVENUE	627,353	627,353	0	0.0%		4,391,471	4,391,471	0	0.0%
38	EXTRAORDINARY REVENUE	0	0	0	0.0%		0	0	0	0.0%
39	TOTAL INTEREST & DEPRECIATION	958,630	1,082,870	(124,240)	-13.0%		6,718,338	6,820,494	(102,156)	-1.5%
40	DEPRECIATION	519,843	640,273	(120,430)	-23.2%		3,646,829	3,969,133	(322,304)	-8.8%
41	INTEREST & AMORTIZATION	438,787	442,597	(3,810)	-0.9%		3,071,509	2,851,361	220,148	7.2%
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	A	B	C	D	E	F	G	
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL							
2	BALANCE SHEET	JUNE 2023	NOVEMBER 2023	DECEMBER 2023	JANUARY 2024	VARIANCE DECEMBER TO JANUARY	VARIANCE PERCENTAGE	
3	TOTAL ASSETS	112,558,570	103,366,137	104,958,733	112,391,784	7,433,051	7.1%	
4	CURRENT ASSETS	29,638,354	20,995,007	19,794,071	24,748,448	4,954,377	25.0%	
5	CASH & EQUIVALENTS	14,521,085	5,952,687	6,174,780	14,066,154	7,891,374	127.8%	
6	NET PATIENT ACCOUNTS RECEIVABLE	12,177,379	8,544,208	9,521,666	9,874,552	352,886	3.7%	
7	HOSPITAL ACCOUNTS RECEIVABLE	86,192,181	83,591,108	90,684,885	93,057,632	2,372,747	2.6%	
8	LESS: ALLOWANCE FOR BAD DEBTS	(74,014,802)	(75,046,900)	(81,163,219)	(83,183,080)	(2,019,861)	2.5%	
9	OTHER CURRENT ASSETS	2,939,890	6,498,112	4,097,625	807,742	(3,289,883)	-80.3%	
10	TAXES RECEIVABLE	2,263,620	5,324,379	3,192,397	(127,692)	(3,320,089)	-104.0%	
11	MISC RECEIVABLE	64,052	(464,212)	(693,350)	(864,269)	(170,919)	24.7%	
12	DUE FROM 3RD PARTIES	(1,097,349)	(1,229,576)	(1,188,457)	(1,180,265)	8,192	-0.7%	
13	INVENTORIES	1,311,782	1,988,621	1,952,252	2,029,198	76,946	3.9%	
14	PREPAID EXPENSES	397,785	878,900	834,783	950,770	115,987	13.9%	
15								
16	ASSETS WHICH USE IS LIMITED	9,102,770	10,666,301	13,828,639	16,738,243	2,909,604	21.0%	
17	NET PROPERTY, PLANT, AND EQUIPMENT	73,452,527	71,848,905	71,482,689	71,054,280	(428,409)	-0.6%	
18	PROPERTY, PLANT, AND EQUIPMENT	166,692,035	167,618,951	167,745,456	167,809,768	64,312	0.0%	
19	LAND & LAND IMPROVEMENTS	4,828,182	4,828,182	4,828,182	4,828,182	0	0.0%	
20	BUILDINGS & BUILDING IMPROVEMENTS	129,281,491	129,281,491	129,281,491	129,281,491	0	0.0%	
21	FIXED EQUIPMENT	29,262,127	29,142,473	29,228,687	29,253,252	24,565	0.1%	
22	CONSTRUCTION IN PROGRESS	3,320,235	4,366,805	4,407,096	4,446,843	39,747	0.9%	
23	LESS: ACCUMULATED DEPRECIATION	(93,239,508)	(95,770,046)	(96,262,767)	(96,755,488)	(492,721)	0.5%	
24	OTHER ASSETS	364,919	(144,076)	(146,666)	(149,187)	(2,521)	1.7%	
25								
26	TOTAL LIABILITIES & FUND BALANCE	112,558,570	103,366,074	104,958,668	112,391,706	(7,433,038)	-7.1%	
27	TOTAL LIABILITIES	148,421,077	160,739,918	164,602,704	175,065,023	(10,462,319)	-6.4%	
28	CURRENT LIABILITES	28,682,871	27,875,404	32,185,743	32,865,186	(679,443)	-2.1%	
29	ACCOUNTS PAYABLE	11,278,786	9,741,760	10,083,644	8,892,365	1,191,279	11.8%	
30	PAYROLL PAYABLES	6,484,769	5,879,981	5,557,165	7,099,787	(1,542,622)	-27.8%	
31	SALARIES & WAGES PAYABLE	579,682	(602,404)	(774,910)	277,264	(1,052,174)	135.8%	
32	PAYROLL TAXES & DEDUCTIONS PAYABLE	3,235,802	3,640,721	3,604,352	4,094,800	(490,448)	-13.6%	
33	ACCRUED PTO & SICK DAYS PAYABLE	2,669,285	2,841,664	2,727,723	2,727,723	0	0.0%	
34	LINE OF CREDIT	4,043,719	4,052,732	8,054,535	8,056,337	(1,802)	0.0%	
35	OTHER CURRENT LIABILITIES	6,875,597	8,200,931	8,490,399	8,816,697	(326,298)	-3.8%	
36	ACCRUED INTEREST PAYABLE	1,609,780	3,220,107	3,581,044	3,941,980	(360,936)	-10.1%	
37	OTHER CURRENT LIABILITIES	5,265,817	4,980,824	4,909,355	4,874,717	(34,638)	-0.7%	
38								
39	LONG TERM LIABILITIES	119,738,206	132,864,514	132,416,961	142,199,837	(9,782,876)	-7.4%	
40								
41	NET ASSETS	(36,108,787)	(57,373,844)	(59,644,036)	(62,673,317)	3,029,281	-5.1%	
42	NET ASSETS - UNRESTRICTED	(36,108,787)	(57,373,844)	(59,644,036)	(62,673,317)	3,029,281	-5.1%	
43	NET ASSETS - BEGINNING OF PERIOD	(33,723,881)	(44,122,201)	(44,122,201)	(44,122,201)	0	0.0%	
44	CURRENT YEAR NET GAIN/(LOSS)	(2,138,626)	(13,251,643)	(15,521,835)	(18,551,116)	(3,029,281)	19.5%	
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	B	C	D	E	F	G	J
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL					CASH FLOW	
2							
3						Current Month	Y-T-D
4						1/31/2024	1/31/2024
5	BEGINNING CASH BALANCES						
6		Cash: Beginning Balances- Hospital				\$ 2,394,136	\$ 10,775,913
7		Cash: Beginning Balances- District				3,780,644	2,808,453
8		Cash: Beginning Balances Totals				\$ 6,174,780	\$ 13,584,366
9							
10	Receipts						
11		Patient Collections				\$ 4,752,310	\$ 32,898,147
12		Tax Subsidies/Measure D/Prop 13				401,494	2,810,458
13		Misc Tax Subsidies				-	167,258
14		Donations/Grants/Loans				9,800,000	10,202,074
15		Supplemental Funding (Rate Range, Etc.)				-	653,536
16		Draws/(Paydown) of LOC Balances				-	-
17		Other Revenues/Receipts/Transfers				450,277	6,222,257
18	TOTAL RECEIPTS					\$ 15,404,081	\$ 52,953,730
19							
20	Disbursements						
21		Wages, Benefits, & Contract Labor				\$ 5,292,519	\$ 34,648,915
22		Other Operating Costs				2,533,871	17,929,719
23		Capital Spending				215,690	1,072,631
24		Debt Service Payments				81,000	250,983
25		Other - Changes in Accounts Payable, Other				(610,373)	(1,430,306)
26	TOTAL DISBURSEMENTS					\$ 7,512,707	\$ 52,471,942
27							
28	TOTAL CHANGE in CASH					\$ 7,891,374	\$ 481,788
29							
30	ENDING CASH BALANCES						
31		Ending Balances- Hospital				\$ (801,381)	\$ 10,154,359
32		Ending Balances- District				14,867,535	3,911,795
33		Ending Balances- Totals				\$ 14,066,154	\$ 14,066,154
34							
35							
36							
37		LOC Current Balances				\$ 8,000,000	\$ 8,000,000
38		LOC Interest Expense Incurred				7,200	80,391
39							
40							