



AGENDA

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

Tuesday, June 28, 2022 – 9:00 AM

IN AN EFFORT TO PREVENT THE SPREAD OF COVID-19 (CORONAVIRUS), THERE WILL BE NO PUBLIC LOCATION FOR ATTENDING THIS BOARD/COMMITTEE MEETING IN PERSON. MEMBERS OF THE PUBLIC MAY LISTEN TELEPHONICALLY BY CALLING THE FOLLOWING NUMBER:

Meeting Information:

Call in number: 1-510-338-9438

Access Code: 2558 935 5647

Passcode: 1234

Meeting Link: <https://sangorgoniomemorialhospital-ajd.my.webex.com/sangorgoniomemorialhospital-ajd.my/j.php?MTID=m4c556562a8b3f0321483493d503a4dd1>

THE TELEPHONES OF ALL MEMBERS OF THE PUBLIC LISTENING IN ON THIS MEETING MUST BE “MUTED”.

TAB

I. Call to Order

E. Ngo

II. Public Comment

Members of the public who wish to comment on any item on the agenda may speak during public comment or submit comments by emailing publiccomment@sgmh.org on or before 5:00 PM on Monday, June 27, 2022, which will become part of the committee meeting record.

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 E. Ngo A
• May 31, 2022, regular meeting

NEW BUSINESS

- IV. * Proposed Action – Recommend approval to Hospital Board D. Heckathorne B
• May 2022 Financial Report (Unaudited)
▪ ROLL CALL

- V. *Proposed Action – recommend approval to Hospital Board and D. Heckathorne C
Healthcare District Board FY 2023 Operating Budget
and FY 2023 Capital Budget
▪ ROLL CALL

VI. Future Agenda Items

VII. Next Meeting – July 26, 2022

VIII. Adjournment E. Ngo

*** 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 June 24, 2022, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of San Gorgonio Memorial Hospital - 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, on June 24, 2022



Ariel Whitley, Executive Assistant

TAB A

REGULAR MEETING OF THE
SAN GORGONIO MEMORIAL HOSPITAL
BOARD OF DIRECTORS

FINANCE COMMITTEE
Tuesday, May 31, 2022

The regular meeting of the San Gorgonio Memorial Hospital Board of Directors Finance Committee was held on Tuesday, May 31, 2022. To prevent the spread of COVID-19 (coronavirus), there was no public location for attending this committee meeting in person. Committee members, staff members, and members of the public participated telephonically.

Members Present: Susan DiBiasi, Ehren Ngo (Chair), Ron Rader, Steve Rutledge, Siri Welch

Members Absent: None

Required Staff: Steve Barron (CEO), Pat Brown (CNO/COO), Daniel Heckathorne (CFO), Ariel Whitley (Executive Assistant), Margaret Kammer (Controller), Angela Brady (ED Director), John Peleuses (Project Manager), Annah Karam (CHRO), Karan P. Singh (CMO)

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP
Call To Order	Chair Ngo called the meeting to order at 9:03 am.	
Public Comment	Members of the public who wished to comment on any item on the agenda were encouraged to submit comments by emailing publiccomment@sgmh.org prior to this meeting. No public comment emails were received.	
OLD BUSINESS		
Proposed Action - Approve Minutes April 26, 2022, regular meeting	Chair Ngo asked for any changes or corrections to the minutes of the April 26, 2022, regular meeting. There were none.	The minutes of the April 26, 2022, regular meeting will stand correct as presented.
NEW BUSINESS		

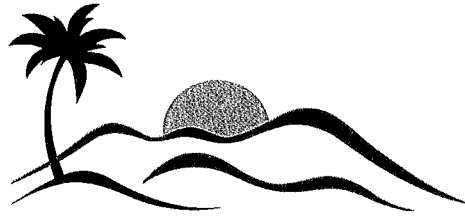
AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP												
<p>Proposed Action – Recommend approval to Hospital Board Annual Insurance Renewals</p> <ul style="list-style-type: none"> • Professional and General Liability Programs • Property and Casualty Programs 	<p>Dan Heckathorne, CFO, reviewed the Annual Insurance Renewals including the Professional and General Liability and Property and Casualty Programs.</p> <p>Steve then discussed the Earthquake Limits proposal. The proposal was included as a handout and is available if requested.</p> <p>The Committee agreed that the Professional and General Liability Programs coverages and the Property and Casualty Programs coverages are recommended for approval to the Hospital Board as outlined.</p> <p>ROLL CALL:</p> <table border="1" data-bbox="396 768 1219 884"> <tr> <td>DiBiasi</td> <td>Yes</td> <td>Ngo</td> <td>Yes</td> </tr> <tr> <td>Rader</td> <td>Yes</td> <td>Rutledge</td> <td>Yes</td> </tr> <tr> <td>Welch</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table> <p>The Committee then reviewed options to obtain Earthquake insurance coverage. After discussion, it was determined that the Hospital’s budget does not have the funds required for such coverages at this time, and the Committee chose not to recommend the acquisition of earthquake coverages.</p>	DiBiasi	Yes	Ngo	Yes	Rader	Yes	Rutledge	Yes	Welch	Yes	Motion carried.		<p>M.S.C. (Rader/DiBiasi), the SGMH Finance Committee voted to recommend approval of the Annual Insurance Renewals to the Hospital Board of Directors.</p>
DiBiasi	Yes	Ngo	Yes											
Rader	Yes	Rutledge	Yes											
Welch	Yes	Motion carried.												
<p>Proposed Action – Recommend Approval to Hospital Board of Directors - Monthly Financial Report (Unaudited) – April 2022</p>	<p>Daniel Heckathorne, CFO, reviewed the Unaudited April 2022 finance report as included in the board packets.</p> <p>Mr. Heckathorne reported that April had \$1.1M negative EBIDA compared to budgeted EBIDA loss of \$1.24M. The average census remained at March’s levels, but surgery cases continued to stay high at 150 plus 16 G.I. procedures. Other adjustments/unusual items include \$236K AB 915 Supplemental Funding for the 2021 M-Cal O/P cost report.</p> <p>On a YTD basis the EBIDA is -\$3.9M compared to the budgeted -\$6.49M. Overall Expenses were \$314K under budget while Overall Operating Revenues are \$2.9M better than budget.</p> <p>It was noted that approval is recommended to the Hospital Board.</p> <p>ROLL CALL:</p> <table border="1" data-bbox="396 1761 1219 1877"> <tr> <td>DiBiasi</td> <td>Yes</td> <td>Ngo</td> <td>Yes</td> </tr> <tr> <td>Rader</td> <td>Yes</td> <td>Rutledge</td> <td>Yes</td> </tr> <tr> <td>Welch</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>	DiBiasi	Yes	Ngo	Yes	Rader	Yes	Rutledge	Yes	Welch	Yes	Motion carried.		<p>M.S.C. (Rutledge/Welch), the SGMH Finance Committee voted to recommend approval of the Unaudited April 2022 Financial report to the Hospital Board of Directors.</p>
DiBiasi	Yes	Ngo	Yes											
Rader	Yes	Rutledge	Yes											
Welch	Yes	Motion carried.												

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP
Future Agenda Items	None.	
Next Meeting	The next regular Finance Committee meeting will be held on June 28, 2022.	
Adjournment	The meeting was adjourned 10:13 am.	

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**

**SAN GORGONIO MEMORIAL HOSPITAL
BANNING, CALIFORNIA**

Unaudited Financial Statements

for

ELEVEN MONTHS ENDING MAY 31, 2022

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.

Certified by:

Daniel R. Heckathorne

Daniel R. Heckathorne

CFO

San Geronio Memorial Hospital

Financial Report - Executive Summary

For the Month of May 31, 2022 and Eleven Months Ended May 31, 2022 (Unaudited)

Profit/Loss (EBIDA) Summary (MTD) Positive and (YTD) Negative (see YTD Note)

The month of May resulted in \$277K Earnings before Interest, Depreciation and Amortization (EBIDA) compared to budgeted EBIDA loss of \$1.42M.

YTD – There was a \$3.6M loss in Earnings before Interest, Depreciation and Amortization (EBIDA) compared to a budgeted loss of \$7.9M (adjusted to \$7.0M to remove \$895K IGT Expense booked in 2021).

Month – Adjustments/unusual items: The May Surgery visits remained high at 153 plus 23 G.I. procedures. The Emergency visits were also high at 3,417. The average inpatient census was 18.7. The positive May activities were as follows:

- Other Income included: \$336K QAF Quarterly grant, \$690K of AB113 funds, mostly from a previous year's adjustment, and \$127K AB113 funds for current year, for a total \$1.15M of Supplemental Funding.
- Total Operating Expenses were \$410K below budget (see comments below)

May's inpatient average daily census was 18.7, compared to 20.3 in April and 20.7 in March. Adjusted Patient Days were 18.9% under budget (1,706 vs. 2,105) and Patient Days were 45% below budget (580 vs. 1,048). Emergency Visits were 13.8% over budget (3,417 vs. 3,002), and overall Surgeries were significantly over budget by 66% (153 vs. 92).

YTD – Overall workloads are as follows: Adjusted Patient Days = 21,783 vs. 24,114 budgeted (-9.6%); Patient Days = 9,009 vs. 11,840 budgeted (-24%); Emergency Visits = 35,958 vs. 34,918 (+3.0%), and Surgeries were 1,293 vs. 991 (+30%). EBIDA results are now \$4.29M better than the unadjusted EBIDA target of -\$7.9M for the first 11 months of the year. Overall Operating Revenues are \$4.19M better than budget, while Operating Expenses were \$96K under budget.

Patient Revenues (MTD) Positive (YTD) Positive

Month - The Net Patient Revenue in May continues to reflect improved A/R collections ratios, higher than expected payments on some long-term patient stays, and managed care rate increases estimated at \$185K for the month. These resulted in a favorable \$393K variance.

YTD – Net Patient Revenue through May was \$57.9M compared to the budgeted \$55.9M. Of note, the increase in managed care contracted revenue since September is estimated at \$1.76M.

Total Operating Revenues (MTD) Positive & (YTD) Positive

Month – Operating Revenue in May was \$1.29M over budget. This was impacted by the key variances in Net Patient Revenues and Other Income described above.

YTD – Operating Revenue was \$4.19M over budget, impacted by the Net Patient Revenues being \$2.0M over budget and the Non-Patient Revenues were \$2.2M over budget.

Operating Expenses (MTD) Positive & (YTD) Positive

Month - Operating Expenses in May were \$6.6M and were under budget by \$410K. Unusual items that impacted overall Expenses were BETA dividends of \$26K for the Liability coverage, a premium credit of \$30K, and a \$44K dividend for Workers Comp coverage. We also received a \$76K refund from previously over-billed ICU nurse registry fees. These items resulted in a combined total reduction of \$175K for the month. Nevertheless, many costs were down and were impacted by the lower inpatient workloads.

There were other “re-classes” of expenses between the various Expense categories which did not impact the overall “bottom line” total. These included 1) reclassing the first half of the yearly BETA refunds of

\$70K received earlier in the year from “Other Revenues” to a \$26K offset of “Insurance Expense” and a \$44K offset of “Employee Benefits”; 2) reclassing \$79K of robotic rental fees from “Supplies” to “Rents & Leases”, and 3) reclassing \$168K of Occupational Medicine contracted service fees from “Physician Fees” into “Purchased Services”. Finally, unusual costs incurred in May related to the December Measure H election fee received from the County which added \$75K to “Other Expense”.

YTD – Variances include: 1) Salaries were \$1.0M under budget while Contract Labor was over budget by \$422K due to shortage of nurses and the covid surge; 2) Benefits were \$476K (5.2%) over budget which has been consistent with previous monthly experience. 3) Purchased Services were \$412K over budget which includes Allscripts/Navigant \$692K variance to budget based on overall collection performance, Infection Control (\$86K), Environmental Services (\$67K), and Human Resources (\$115K), with large offsets of favorable variances in Administration (\$171K), I/T (\$105K), Surgery (\$140K), and Laundry (\$63K); 4) Supplies were over budget by \$1.74M, largely due to the covid surges and much higher Surgery volumes than budgeted. Some of the major variances over budget include Surgery (\$626K), Lab (\$612K), Pharmaceuticals (\$443K), Emergency (\$127K), Blood (\$116K), and ICU and Med Surg (\$222K). These were offset by several other departments whose supply costs were below budget; 5) Utilities are over budget by \$247K (20%) – it appears that the warmer than usual summer and the cooler than usual winter are having an impact on these costs; 6) Repairs were over budget by \$211K, which included accelerated repairs made on emergency doors and negative pressure rooms and all of the testing/repairs referred to in the April monthly comment; 7) Other Expenses were \$1.07M below budget as generally everyone is taking a conservative approach toward many projects during this year, including dues and subscriptions, outside education, and travel (combined \$349K), along with other expenditures which have not been incurred; 8) IGT Expense was under budget by \$895K due to those costs being included in the previous year’s audited statements; and 9) Leases and Rentals were \$572K below budget, of which \$309K was impacted by the exclusion of leasing telemetry monitors along with the delay in the surgical robotics lease, and Respiratory Therapy rentals are \$127K less than expected.

Balance Sheet/Cash Flow

Patient cash collections in May were \$4.29M following record months in April (\$7.0M), March (\$6.7M) and February (\$6.68M). The Gross A/R Days increased from 70.5 in April to 74.4 in May, and the Net A/R days increased by about 2 days. This increase in Gross Days was impacted by the low revenues in April and May, along with about \$5.5M being “held” in A/R waiting for Bad Debt write off and assignment to collection agencies. Again, this is due to complications surrounding implementation of the new California AB1020 rule which changed the “150 day” self-pay billing process to a mandated “180 day” billing process. (This matter will clear in June.)

Cash balances decreased in May to \$6.5M compared to April’s \$8.4M. The Accounts Payable were also decreased by \$554K from April. The line of credit balance was maintained at \$6M in May as it has been since the end of February. There were large amounts of District taxes received in May, causing those Receivables to drop by \$2.6M from the previous month, and impacting the Bond Reserve account to increase by \$3.6M from the prior month. Finally, the Stimulus Funds advance \$387K balance was paid off in May.

Concluding Summary

Positive takeaways:

- 1) Total Surgeries were 66% over budget, which reflects the trends of the past three months.
- 2) Operating Expenses were under budget.
- 3) Total Operating Revenues were strong due to Net Revenues and Supplemental Funding.

Negative takeaways:

- 1) Supply expenses continue to be the biggest YTD challenge.

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 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.

W-A

SAN GORGONIO MEMORIAL HOSPITAL

INPATIENT DISCHARGES

300
200
100
0

	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
DISCHARGES	253	238	224	222	214	253	251	196	185	194	269	192	183	184	170

INPATIENT DAYS

1,500
1,000
500
0

	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
PAT. DAYS	969	833	767	917	755	1,157	935	658	732	814	1,306	827	641	608	580

AVERAGE LENGTH OF STAY

6.00
4.00
2.00
0.00

	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
ALOS	3.83	3.50	3.43	4.13	3.53	4.57	3.73	3.36	3.96	4.20	4.86	4.31	3.50	3.30	3.41

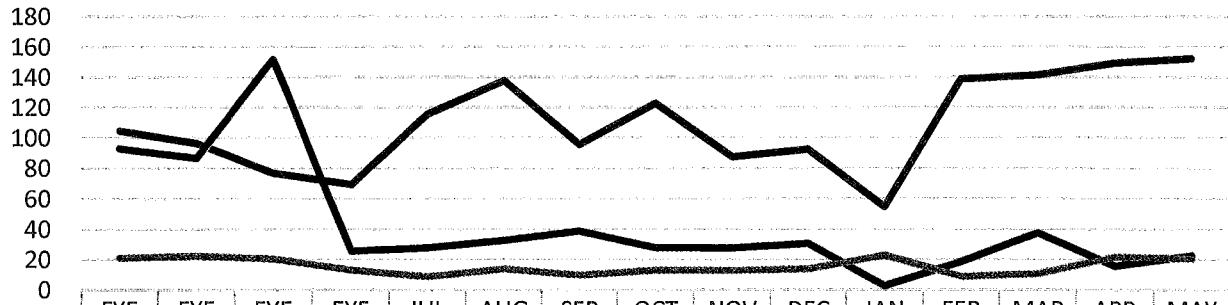
EMERGENCY VISITS

4,000
3,000
2,000
1,000
0

	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
VISITS	3,714	3,641	3,500	2,775	3,548	3,742	3,277	3,284	3,268	3,212	3,466	2,647	3,016	3,195	3,417

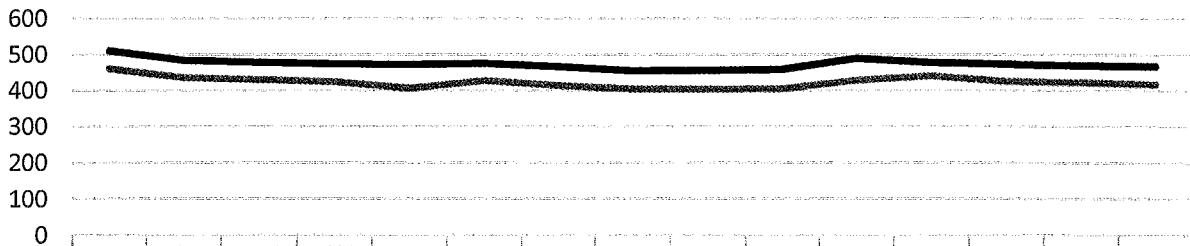
SAN GORGONIO MEMORIAL HOSPITAL

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



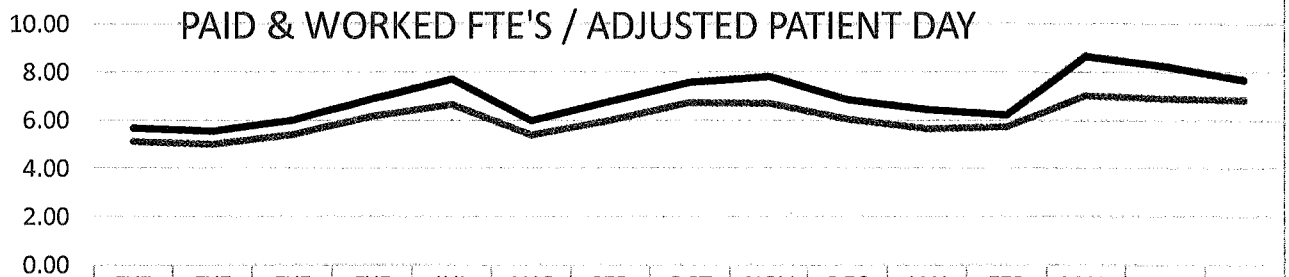
	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
— SURG.	105	97	77	70	116	138	96	123	88	93	55	139	142	150	153
— G.I. CASES	93	87	152	26	28	33	39	28	28	31	3	19	38	16	23
— BIRTHS	21	22	21	13	9	14	10	13	13	14	23	9	11	22	21

PAID & WORKED FTE'S



	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
— P FTE's	511	484	479	474	473	476	468	455	457	460	491	479	474	471	470
— W FTE's	461	436	431	425	408	428	414	404	405	406	429	442	426	423	419

PAID & WORKED FTE'S / ADJUSTED PATIENT DAY



	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
— PFTES/APD	5.69	5.55	6.01	6.89	7.72	6.00	6.79	7.59	7.84	6.88	6.47	6.23	8.68	8.26	7.71
— WFTES/APD	5.13	5.00	5.41	6.18	6.66	5.39	6.01	6.74	6.72	6.06	5.66	5.75	7.05	6.93	6.87

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 (new in February, 2022)

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) (new in February, 2022)

This graph illustrates the "normalization" of Operating Revenues and EBIDA, by reallocating the Rate Range Income booked in December, 2021 over the all 6 months of the FYE December 31, 2021.

SAN GORGONIO MEMORIAL HOSPITAL

GROSS PATIENT REVENUE

50,000
40,000
30,000
20,000
10,000
0

	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
— GPR	24,382	24,433	22,416	21,265	37,358	41,496	36,985	33,735	37,370	38,979	46,935	34,723	36,791	35,334	33,853

NET PATIENT REVENUE AS % OF GROSS

20.00%
18.00%
16.00%
14.00%
12.00%
10.00%
8.00%
6.00%
4.00%
2.00%
0.00%

	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
— NPR%GROSS	16.08%	16.38%	16.93%	17.61%	12.64%	9.69%	13.79%	14.91%	13.78%	14.61%	13.11%	13.38%	16.05%	17.55%	15.63%

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

160.0%
140.0%
120.0%
100.0%
80.0%
60.0%
40.0%
20.0%
0.0%

	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
— OP EXP%OP REV	102.3%	95.8%	103.8%	133.3%	117.0%	141.8%	118.9%	125.4%	121.6%	58.3%	114.9%	106.2%	96.0%	115.8%	96.0%
— LABOR%OP REV	65.2%	61.9%	63.8%	78.8%	78.0%	85.3%	68.1%	80.9%	75.3%	36.3%	75.9%	62.8%	58.3%	65.4%	62.7%

**SAN GORGONIO MEMORIAL HOSPITAL
OPERATING REVENUE, OPERATING EXPENSE, STAFFING EXPENSE,
AND EBIDA**

14,000
12,000
10,000
8,000
6,000
4,000
2,000
0
(2,000)
(4,000)

	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
OP REV	6,006	6,069	6,165	5,160	5,275	4,914	5,787	5,541	6,107	12,147	6,796	6,054	7,693	6,990	6,896
OP EXP	6,147	5,817	6,398	6,878	6,175	6,969	6,880	6,947	7,429	7,079	7,808	6,428	7,383	8,097	6,619
STAFF EXP	3,915	3,755	3,932	4,065	4,115	4,194	3,939	4,484	4,601	4,405	5,160	3,799	4,483	4,575	4,321
EBIDA	(141)	252	(233)	(1,719)	(899)	(2,055)	(1,093)	(1,406)	(1,321)	5,068	(1,012)	(374)	310	(1,107)	277

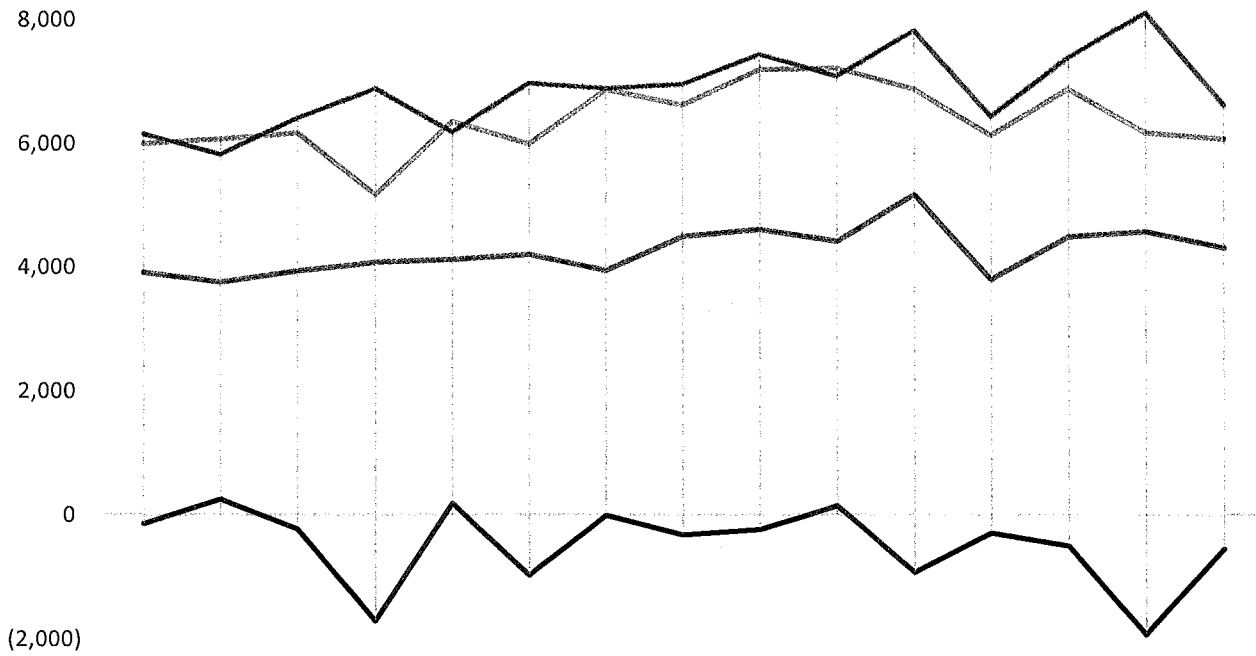
7,000
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1,000
0

NET PATIENT REVENUE VS. TOTAL LABOR EXPENSE

	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	JUL 2021	AUG 2021	SEP 2021	OCT 2021	NOV 2021	DEC 2021	JAN 2022	FEB 2022	MAR 2022	APR 2022	MAY 2022
NET PAT REV	3,921	4,003	3,795	3,744	4,722	4,019	5,100	5,031	5,149	5,695	6,155	4,644	5,905	6,202	5,291
LABOR EXP	3,915	3,755	3,932	4,065	4,115	4,194	3,939	4,484	4,601	4,405	5,160	3,799	4,483	4,575	4,321

SAN GORGONIO MEMORIAL HOSPITAL

**OPERATING REVENUE (NORMALIZED), OPERATING EXPENSE, STAFFING
EXPENSE, AND EBIDA (NORMALIZED)**



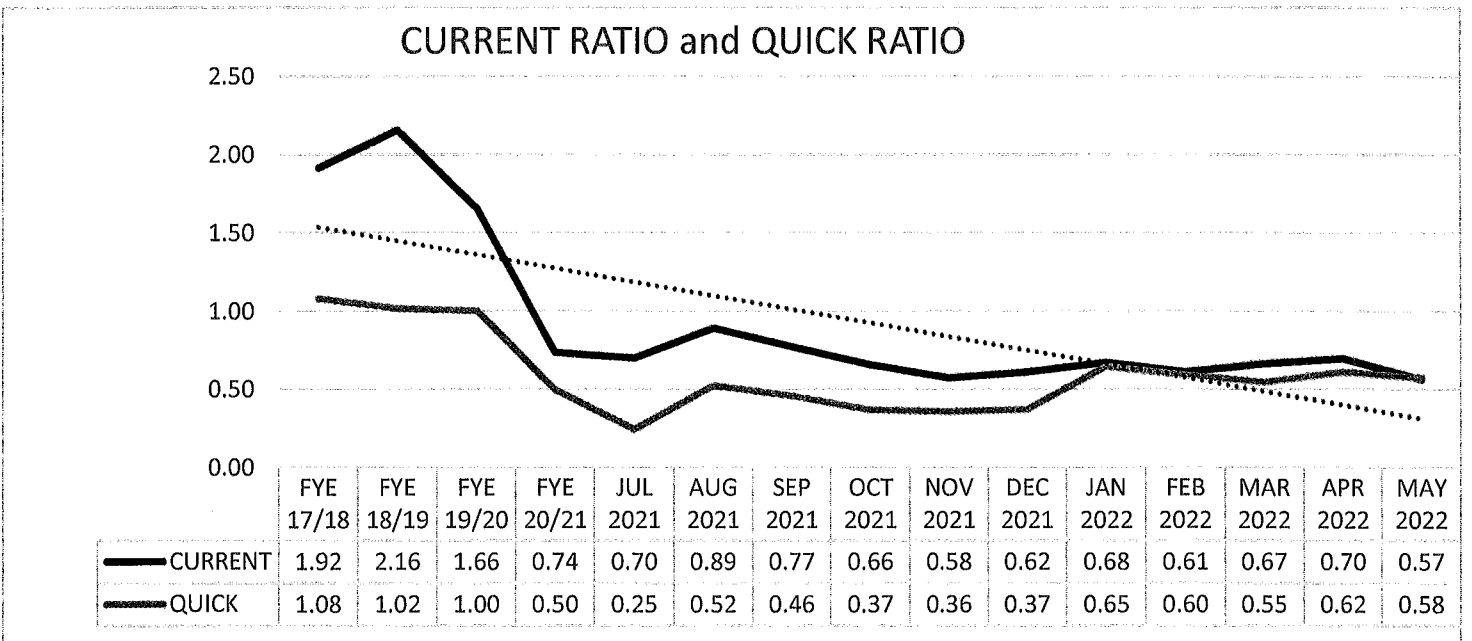
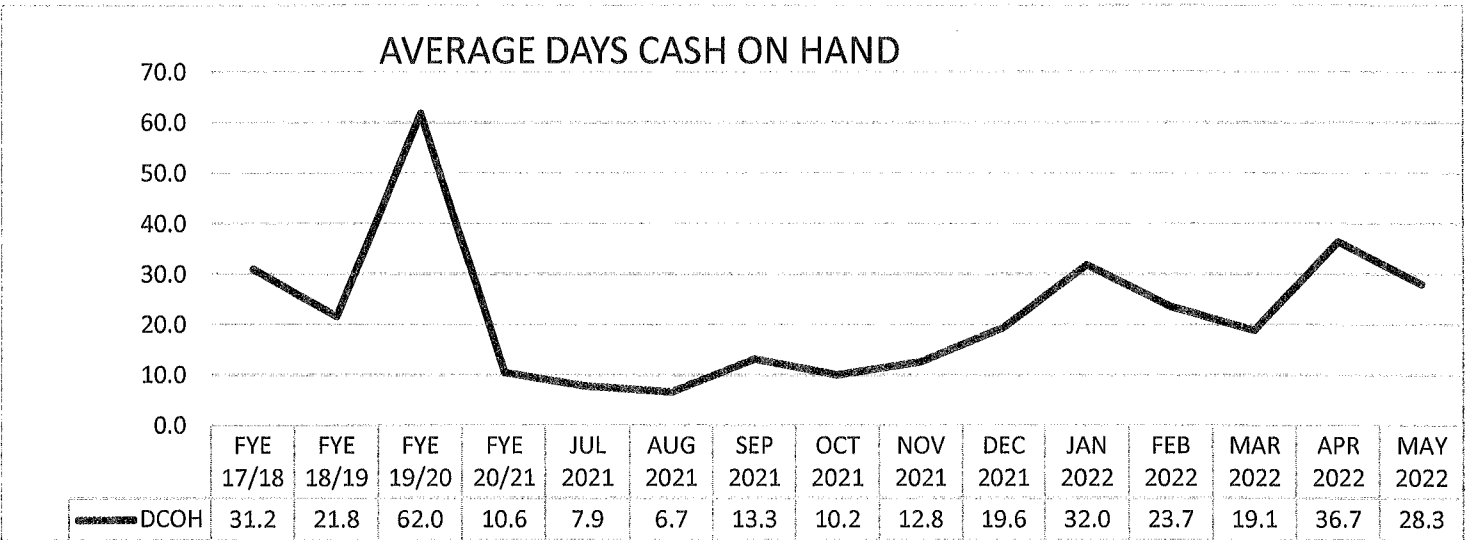
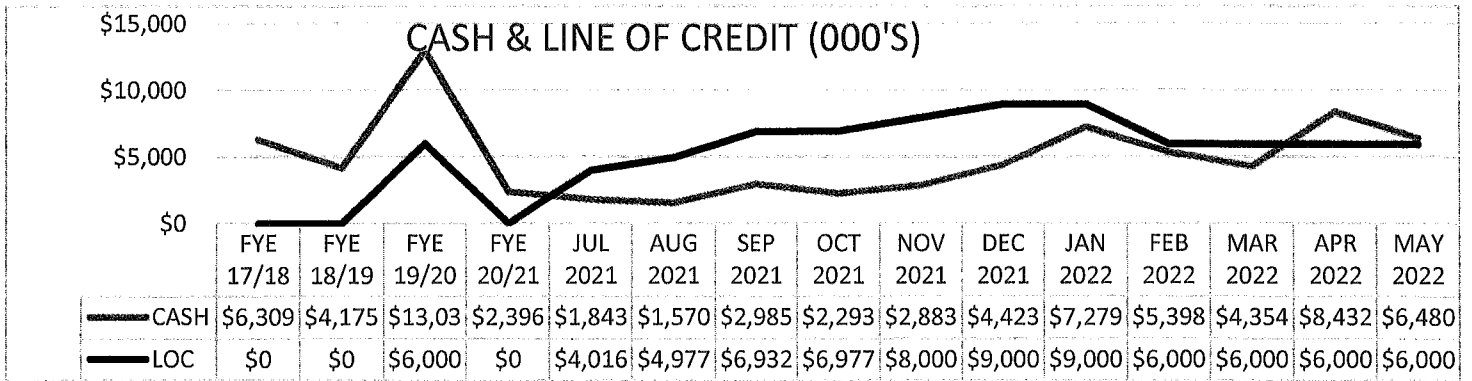
	FYE	FYE	FYE	FYE	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY
	17/18	18/19	19/20	20/21	2021	2021	2021	2021	2021	2021	2022	2022	2022	2022	2022
REV NORMAL	6,006	6,069	6,165	5,160	6,351	5,990	6,863	6,617	7,183	7,211	6,870	6,128	6,878	6,175	6,081
OP EXP	6,147	5,817	6,398	6,878	6,175	6,969	6,880	6,947	7,429	7,079	7,808	6,428	7,383	8,097	6,619
LABOR EXP	3,915	3,755	3,932	4,065	4,115	4,194	3,939	4,484	4,601	4,405	5,160	3,799	4,483	4,575	4,321
EBIDA NORMAL	(141)	252	(233)	(1,719)	177	(979)	(17)	(330)	(245)	132	(938)	(300)	(505)	(1,922)	(538)

BALANCE SHEET (Period End)

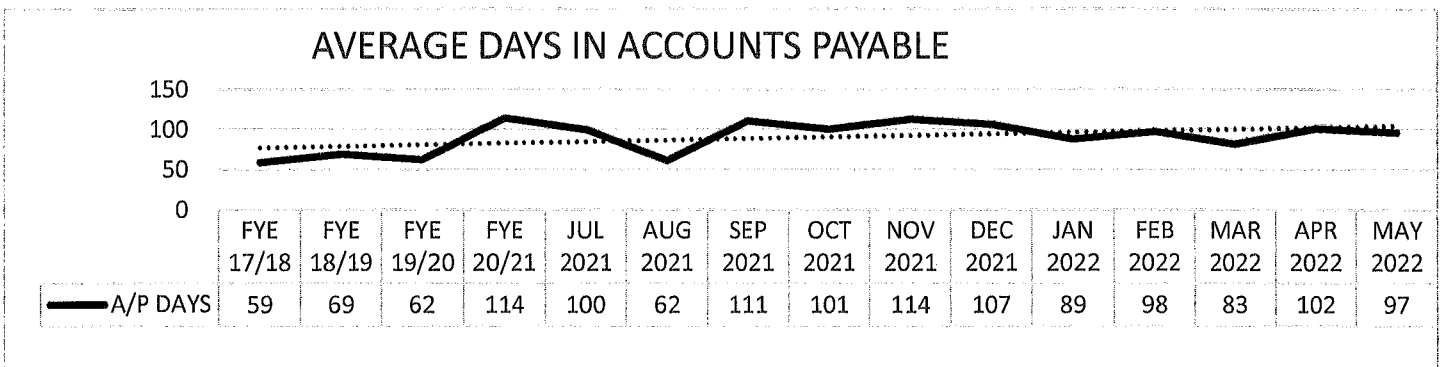
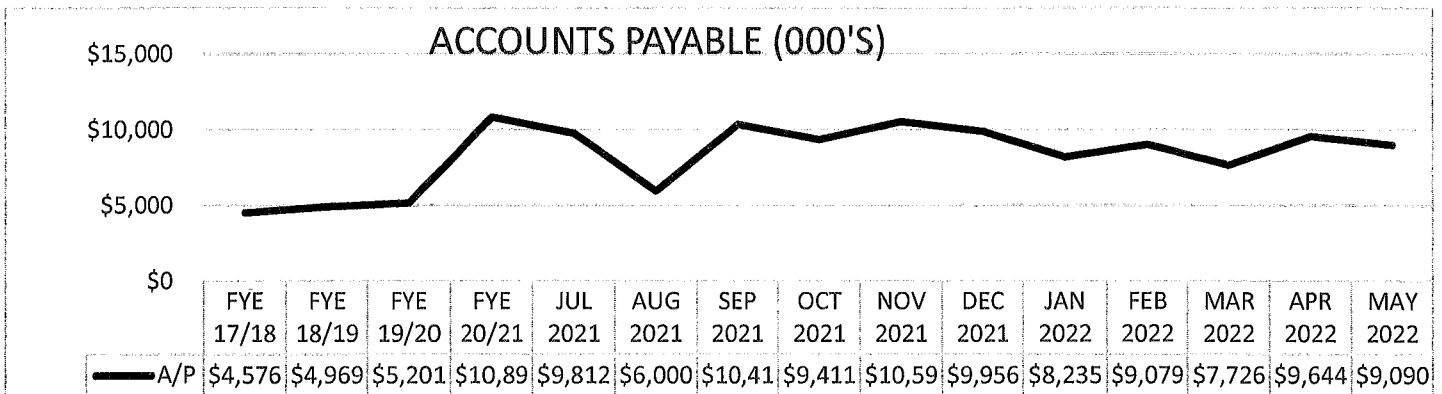
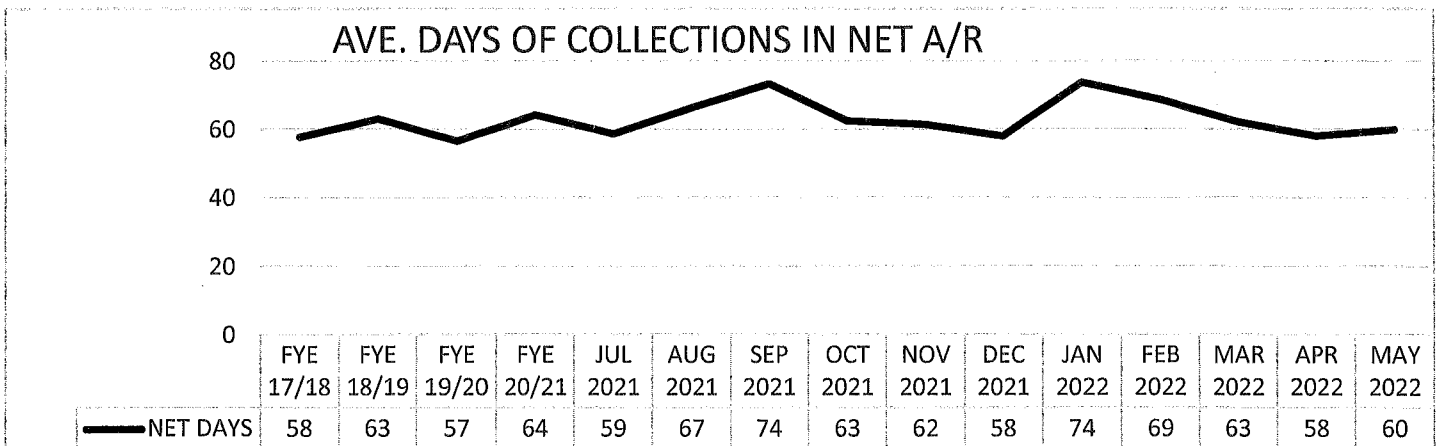
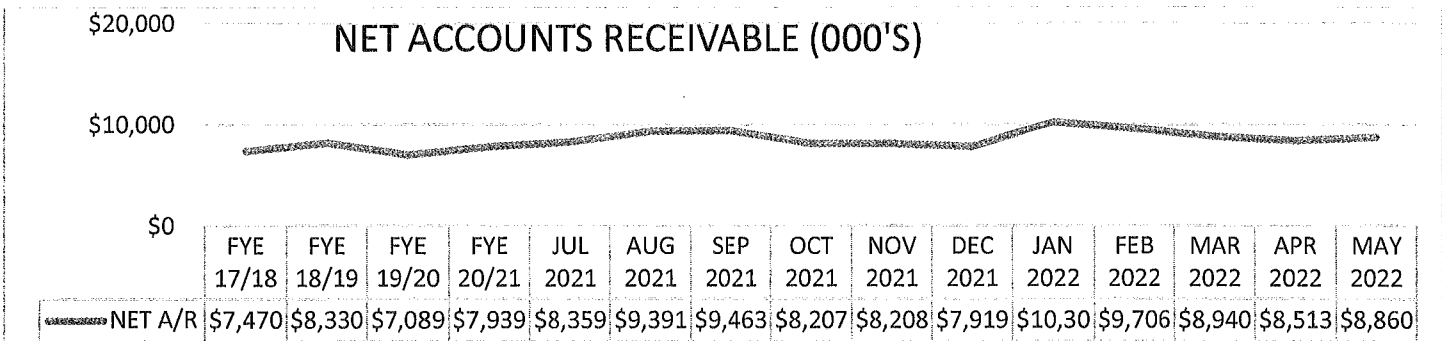
Cash (000's)	Represents all unrestricted cash in the bank at each month-end.
Days Cash on Hand	Calculated by dividing amount of Cash on Hand by the historical average daily amount of cash requirements to cover operating expenses.
Accounts Receivable - Net (000's)	Equals the sum of all (patient) accounts 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.

3-1

SAN GORGONIO MEMORIAL HOSPITAL



SAN GORGONIO MEMORIAL HOSPITAL



3-K

SAN GORGONIO MEMORIAL HOSPITAL

EXECUTIVE FINANCIAL SUMMARY

ELEVEN MONTHS ENDING MAY 31, 2022

STATEMENT OF REVENUE AND EXPENSES - MONTH & YTD										
REF LINE#	05/31/22 ACTUAL	05/31/22 BUDGET	YTD ACTUAL	YTD BUDGET	YTD DIFFERENCE					
	Revenue:									
[1]	\$ 33,853,172	\$ 40,364,189	\$ 413,559,413	\$ 462,990,613	\$ (49,431,200)					
[2]	(28,561,688)	(35,465,758)	(355,643,633)	(407,041,367)	51,397,734					
[3]	5,291,484	4,898,432	57,915,780	55,949,246	1,966,534					
[4]	-	-	6,016,888	6,282,227	(265,339)					
[5]	1,604,364	706,441	10,260,185	7,770,852	2,489,333					
[6]	6,895,848	5,604,873	74,192,853	70,002,324	4,190,528					
	Expenses:									
[7]	4,277,772	4,351,281	46,915,641	47,463,359	547,718					
	43,083	68,556	1,216,528	741,760	(474,768)					
	192,367	340,810	3,595,194	3,726,068	130,874					
	912,287	868,853	9,963,510	9,551,800	(411,709)					
[8]	1,147,738	1,278,218	14,775,232	14,019,628	(755,603)					
[9]	683,784	813,647	10,872,747	9,130,870	(1,741,877)					
[10]	509,469	585,387	5,256,301	6,406,934	1,150,633					
[11]	-	-	-	895,056	895,056					
[12]	6,618,763	7,028,533	77,819,920	77,915,847	95,927					
	Total Expenses									
[13]	277,085	(1,423,660)	(3,627,067)	(7,913,523)	4,286,456					
	EBIDA									
[14]	956,957	966,945	10,093,056	10,248,291	155,236					
[15]	666,835	741,667	7,230,408	8,158,333	(927,925)					
[16]	(13,037)	(1,648,939)	(6,489,715)	(10,003,481)	3,513,766					
	TOTAL NET SURPLUS (LOSS)									
	\$	\$	\$	\$	\$					

SAN GORGONIO MEMORIAL HOSPITAL
EXECUTIVE FINANCIAL SUMMARY
ELEVEN MONTHS ENDING MAY 31, 2022

BALANCE SHEET

	YTD 5/31/2022	Prior FYE 6/30/2021
ASSETS		
[1] Current Assets	\$ 15,066,087	\$ 16,547,047
[2] Assets Whose Use is Limited	12,546,077	10,422,841
[3] Property, Plant & Equipment (Net)	74,002,271	77,876,031
[4] Other Assets	617,479	1,196,701
[5] Total Unrestricted Assets	102,231,915	106,042,620
[6] Restricted Assets	0	0
[7] Total Assets	\$ 102,231,915	\$ 106,042,620
LIABILITIES AND NET ASSETS		
[8] Current Liabilities	\$26,493,422	\$24,037,506
[9] Long-Term Debt	105,344,521	108,480,892
[10] Other Long-Term Liabilities	2,231,628	0
[11] Total Liabilities	\$ 134,069,570	\$ 132,518,398
[12] Net Assets	\$ (31,837,655)	\$ (26,475,778)
[13] Total Liabilities and Net Assets	\$ 102,231,915	\$ 106,042,620



KEY STATISTICS AND RATIOS						
	04/30/22 ACTUAL FY 22	05/31/22 ACTUAL FY 22	05/31/22 BUDGET FY 22	2022 YTD FY 22	2021 YR END TOTAL FY 21	
[1] Total Acute Patient Days	608	580	1,048	9,009	11,008	
[2] Average Daily Census	20.3	18.7	33.8	26.9	30.2	
[3] Average Acute Length of Stay	3.3	3.4	4.1	3.9	4.1	
[4] Patient Discharges	184	170	254	2,291	2,667	
[5] Observation Days	208	228	231	2,534	2,512	
[6] Total Emergency Room Visits	3,195	3,417	3,002	35,958	33,299	
[7] Average ED Visits Per Day	107	110	97	107	91	
[9] Total Surgeries	150	153	92	1,293	837	
[10] Deliveries/Births	22	21	15	159	158	

Statement of Revenue and Expense
SAN GORGONIO MEMORIAL HOSPITAL
BANNING, CALIFORNIA
ELEVEN MONTHS ENDING MAY 31, 2022

		CURRENT MONTH				
		DISTRICT ONLY	FY 21	FY 21	Positive	
		ACTUAL	ACTUAL	CUR MO BUD	(Negative)	Percentage
		05/31/22	05/31/22	05/31/22	Variance	Variance
Gross Patient Revenue						
[1]	Inpatient Revenue	\$ -	\$ 12,699,299	\$ 20,085,218	\$ (7,385,920)	-58.2%
[2]	Inpatient Psych/Rehab Revenue	-	-	-	-	-
[3]	Outpatient Revenue	-	21,153,874	\$ 20,278,971	874,903	4.1%
[4]	Long Term Care Revenue	-	-	-	-	-
[5]	Home Health Revenue	-	-	-	-	-
[6]	Total Gross Patient Revenue	\$ -	\$ 33,853,172	\$ 40,364,189	\$ (6,511,017)	-19.2%
Deductions From Revenue						
[7]	Discounts and Allowances	-	(26,569,751)	\$ (34,557,424)	\$ 7,987,673	-30.1%
[8]	Bad Debt Expense	-	(1,104,585)	\$ (850,000)	(254,585)	23.0%
[9]	Prior Year Settlements	-	-	-	-	-
[10]	Charity Care	-	(887,352)	\$ (58,333)	(829,019)	93.4%
[11]	Total Deductions From Revenue	-	(28,561,688)	(35,465,758)	\$ 6,904,069	-24.2%
[12]			-84.4%	-88%		
[13]	Net Patient Revenue	\$ -	\$ 5,291,484	\$ 4,898,432	\$ 393,052	7.4%
Non Patient Operating Revenues						
[14]	IGT/DSH Revenues	-	-	\$ -	\$ -	0.0%
[15]	Grants & Other Op Revenues	-	1,221,031	\$ 300,191	920,840	75.4%
[16]	Clinic Net Revenues	-	-	\$ -	-	-
[17]	Tax Subsidies Measure D	233,333	233,333	\$ 239,583	(6,250)	-2.7%
[18]	Tax Subsidies Prop 13	150,000	150,000	\$ 166,667	(16,667)	-11.1%
[19]	Tax Subsidies County Supplemental Funds	-	-	\$ -	-	0.0%
	Non- Patient Revenue	\$ 383,333	\$ 1,604,364	\$ 706,441	\$ 897,923	56.0%
	Total Operating Revenue	\$ 383,333	\$ 6,895,848	\$ 5,604,873	\$ 1,290,975	18.7%
Operating Expenses						
[20]	Salaries and Wages	-	3,522,753	3,577,310	\$ 54,558	1.5%
[21]	Fringe Benefits	-	755,019	773,971	18,952	2.5%
[22]	Contract Labor	-	43,083	68,556	25,473	59.1%
[23]	Physicians Fees	-	192,367	340,810	148,443	77.2%
[24]	Purchased Services	6,621	912,287	868,853	(43,435)	-4.8%
[25]	Supply Expense	-	683,784	813,647	129,862	19.0%
[26]	Utilities	1,555	99,273	86,253	(13,020)	-13.1%
[27]	Repairs and Maintenance	3,903	73,948	55,920	(18,028)	-24.4%
[28]	Insurance Expense	-	29,026	115,494	86,468	297.9%
[29]	All Other Operating Expenses	-	194,597	193,338	(1,259)	-0.6%
[30]	Supplimental and Grant Expense	-	-	0	-	0.0%
[31]	Leases and Rentals	-	112,625	134,381	21,756	19.3%
[32]	Clinic Expense	-	-	0	-	0.0%
[33]	Total Operating Expenses	\$ 12,079	\$ 6,618,763	\$ 7,028,533	\$ 409,770	6.2%
[34]	EBIDA	\$ 371,254	\$ 277,085	\$ (1,423,660)	\$ 1,700,745	613.8%
Interest Expense and Depreciation						
[35]	Depreciation	504,865	504,865	535,486	\$ 30,621	6.1%
[36]	Interest Expense and Amortization	360,016	452,092	431,460	(20,632)	-4.6%
[37]	Total Interest & depreciation	864,881	956,957	966,945	9,988	1.0%
Non-Operating Revenue:						
[38]	Contributions & Other	52,093	52,869	75,000	(22,131)	-41.9%
[39]	Tax Subsidies for GO Bonds - M-A	613,966	613,966	666,667	(52,701)	-8.6%
[40]	Total Non Operating Revenue/(Expense)	666,058	666,835	741,667	\$ (74,832)	-11.2%
[41]	Total Net Surplus/(Loss)	\$ 172,431	\$ (13,037)	\$ (1,648,939)	\$ 1,635,902	-12548.2%
[42]	Extra-ordinary loss on Financing	-	-	-	-	-
[43]	Increase/(Decrease in Unrestricted Net Assets	\$ 172,431	\$ (13,037)	\$ (1,648,939)	\$ 1,635,902	-12548.2%
[44]	Total Profit Margin	44.98%	-0.19%	-29.42%		
[45]	EBIDA %	96.85%	4.02%	-25.40%		

Statement of Revenue and Expense
SAN GORGONIO MEMORIAL HOSPITAL
BANNING, CALIFORNIA
ELEVEN MONTHS ENDING MAY 31, 2022

	YEAR-TO-DATE				
	DISTRICT ONLY			Positive (Negative) Variance	Percentage Variance
	Actual 05/31/22	Actual 05/31/22	Budget 05/31/22		
Gross Patient Revenue					
[1] Inpatient Revenue	\$ -	\$ 186,021,040	\$ 227,589,965	\$ (41,568,925)	-22.3%
[2] Inpatient Psych/Rehab Revenue	-	-	-	-	
[3] Outpatient Revenue	-	227,538,373	\$ 235,400,648	(7,862,275)	-3.5%
[4] Long Term Care Revenue	-	-	-	-	
[5] Home Health Revenue	-	-	-	-	
[6] Total Gross Patient Revenue	\$ -	\$ 413,559,413	\$ 462,990,613	\$ (49,431,200)	-12.0%
Deductions From Revenue					
[7] Discounts and Allowances	-	(338,976,099)	\$ (397,049,701)	\$ 58,073,602	17.1%
[8] Bad Debt Expense	-	(15,083,314)	\$ (9,350,000)	(5,733,314)	-38.0%
[9] Prior Year Settlements	-	-	\$ -	-	
[10] Charity Care	-	(1,584,221)	\$ (641,667)	(942,554)	-59.5%
[11] Total Deductions From Revenue	-	(355,643,633)	(407,041,367)	\$ 51,397,734	14.5%
[12]		86.0%	-87.9%		
[13] Net Patient Revenue	\$ -	\$ 57,915,780	\$ 55,949,246	\$ 1,966,534	3.4%
Non Patient Operating Revenues					
[14] IGT/DSH Revenues	-	6,016,888	\$ 6,282,227	\$ (265,339)	-4.4%
[15] Grants & Other Op Revenues	-	6,043,522	\$ 3,302,102	2,741,420	45.4%
[16] Clinic Net Revenues	-	-	\$ -	-	
[17] Tax Subsidies Measure D	2,566,663	2,566,663	\$ 2,635,417	(68,754)	-2.7%
[18] Tax Subsidies Prop 13	1,650,000	1,650,000	\$ 1,833,333	(183,333)	-11.1%
[19] Tax Subsidies County Supplemental Funds	-	-	\$ -	-	0.0%
Non- Patient Revenue	\$ 4,216,663	\$ 16,277,073	\$ 14,053,079	\$ 2,223,994	13.7%
Total Operating Revenue	\$ 4,216,663	\$ 74,192,853	\$ 70,002,324	\$ 4,190,528	5.6%
Operating Expenses					
[20] Salaries and Wages	-	37,739,084	\$ 38,763,287	\$ 1,024,203	2.7%
[21] Fringe Benefits	-	9,176,557	\$ 8,700,072	(476,485)	-5.2%
[22] Contract Labor	-	1,216,528	\$ 741,760	(474,768)	-39.0%
[23] Physicians Fees	-	3,595,194	\$ 3,726,068	130,874	3.6%
[24] Purchased Services	312,339	9,963,510	\$ 9,551,800	(411,709)	-4.1%
[25] Supply Expense	-	10,872,747	\$ 9,130,870	(1,741,877)	-16.0%
[26] Utilities	23,506	1,219,397	\$ 971,933	(247,464)	-20.3%
[27] Repairs and Maintenance	106,943	824,878	\$ 613,623	(211,256)	-25.6%
[28] Insurance Expense	-	1,307,515	\$ 1,270,436	(37,079)	-2.8%
[29] All Other Operating Expenses	-	1,048,488	\$ 2,122,747	1,074,259	102.5%
[30] Supplemental and Grant Expense	-	-	\$ 895,056	895,056	0.0%
[31] Leases and Rentals	-	856,022	\$ 1,428,194	572,173	66.8%
[32] Clinic Expense	-	-	\$ -	-	0.0%
[33] Total Operating Expenses	\$ 442,787	\$ 77,819,920	\$ 77,915,847	\$ 95,927	0.1%
[34] EBIDA	\$ 3,773,876	\$ (3,627,067)	\$ (7,913,523)	\$ 4,286,456	-118.2%
Interest Expense and Depreciation					
[35] Depreciation	5,553,515	5,553,515	\$ 5,522,894	\$ (30,621)	-0.6%
[36] Interest Expense and Amortization	4,011,748	4,539,541	\$ 4,725,397	185,856	4.1%
[37] Total Interest & depreciation	9,565,263	10,093,056	10,248,291	155,236	1.5%
Non-Operating Revenue:					
[38] Contributions & Other	112,004	476,786	\$ 825,000	(348,214)	-73.0%
[39] Tax Subsidies for GO Bonds - M-A	6,753,622	6,753,622	\$ 7,333,333	(579,711)	-8.6%
[40] Total Non Operating Revenue/(Expense)	6,865,626	7,230,408	8,158,333	(927,925)	-12.8%
[41] Total Net Surplus/(Loss)	\$ 1,074,239	\$ (6,489,715)	\$ (10,003,481)	\$ 3,513,766	-54.1%
[42] Extra-ordinary loss on Financing	-	-	-	-	
[43] Increase/(Decrease in Unrestricted Net Assets)	\$ 1,074,239	\$ (6,489,715)	\$ (10,003,481)	\$ 3,513,766	-54.1%
[44] Total Profit Margin	25.48%	-8.75%	-14.29%		
[45] EBIDA %	89.50%	-4.89%	-11.30%		

Balance Sheet - Assets

**SAN GORGONIO MEMORIAL HOSPITAL
BANNING, CALIFORNIA
ELEVEN MONTHS ENDING MAY 31, 2022**

		ASSETS				
		DISTRICT ONLY				
		Current Month 5/31/2022	Current Month 5/31/2022	Prior Month 4/30/2022	Positive/ (Negative) Variance	Prior Year End 6/30/2021
Current Assets						
[1]	Cash and Cash Equivalents	\$1,907,608	\$6,479,991	\$8,431,995	\$ (1,952,004)	\$ 2,395,672
[2]	Gross Patient Accounts Receivable	\$0	\$83,700,002	\$82,005,018	\$ 1,694,984	58,800,003
[3]	Less: Bad Debt and Allowance Reserves	\$0	(\$74,840,418)	(\$73,491,783)	\$ (1,348,635)	(50,860,800)
[4]	Net Patient Accounts Receivable	\$0	\$8,859,584	\$8,513,235	\$ 346,349	7,939,203
[5]	Taxes Receivable	\$117,177	\$117,177	\$2,688,710	\$ (2,571,534)	1,000,061
[6]	Other Receivables (includes advances)	\$660,465	(\$2,267,925)	(\$1,959,582)	\$ (308,343)	2,015,108
[7]	Inventories	\$0	\$2,433,993	\$2,400,494	\$ 33,498	1,776,554
[8]	Prepaid Expenses	\$426,169	\$1,032,187	\$1,064,753	\$ (32,566)	21,485
[9]	Due From Third Party Payers-DSH	\$0	(\$1,845,477)	(\$1,845,477)	\$ -	138,601
[10]	Malpractice Receivable	\$0	\$0	\$0	\$ -	-
[11]	Supplimental Receivables	\$0	\$256,558	\$0	\$ 256,558	1,260,363
	Total Current Assets	3,111,419	15,066,087	19,294,128	\$ (736,481)	\$ 16,547,047
Assets Whose Use is Limited						
[12]	Cash					
[13]	Investments					
[14]	Bond Reserve/Debt Retirement Fund	\$12,546,077	\$12,546,077	\$8,925,981	\$ 3,620,097	10,422,841
[15]	Trustee Held Funds					
[16]	Funded Depreciation					
[17]	Board Designated Funds					
[18]	Other Limited Use Assets					0
	Total Limited Use Assets	12,546,077	12,546,077	8,925,981	\$ (223,324)	\$ 10,422,841
Property, Plant, and Equipment						
[19]	Land and Land Improvements	\$4,828,182	\$4,828,182	\$4,828,182	\$ (0)	\$ 3,655,877
[20]	Building and Building Improvements	\$129,281,561	\$129,281,561	\$129,281,491	\$ 70	130,453,796
[21]	Equipment	\$26,853,549	\$26,853,549	\$26,853,549	\$ -	26,562,201
[22]	Construction In Progress	\$1,679,782	\$1,679,782	\$1,613,608	\$ 66,174	291,444
[23]	Capitalized Interest					
[24]	Gross Property, Plant, and Equipment	162,643,074	162,643,074	162,576,830	\$ 66,243	160,983,318
[25]	Less: Accumulated Depreciation	(\$88,640,802)	(\$88,640,802)	(\$88,135,937)	\$ (504,865)	(83,087,287)
[26]	Net Property, Plant, and Equipment	74,002,271	74,002,271	74,440,893	\$ (476,050)	\$ 77,876,031
Other Assets						
[27]	Unamortized Loan Costs	\$627,385	\$617,029	\$619,618	\$ (2,589)	\$ 645,507
[28]	Assets Held for Future Use		\$450	\$160	\$ 290	
[29]	Investments in Subsidiary/Affiliated Org.	\$20,407,630	\$0	\$0	\$ 0	551,194
[30]	Other					
[31]	Total Other Assets	21,035,014	617,479	619,778	\$ (2,299)	\$ 1,196,701
[32]	TOTAL UNRESTRICTED ASSETS	110,694,782	102,231,915	103,280,780	\$ (1,048,865)	\$ 106,042,620
Restricted Assets						
		0	0	0	0	0
[33]	TOTAL ASSETS	\$110,694,782	\$102,231,915	\$103,280,780	\$ (1,048,865)	\$ 106,042,620

Balance Sheet - Liabilities and Net Assets

**SAN GORGONIO MEMORIAL HOSPITAL
BANNING, CALIFORNIA
ELEVEN MONTHS ENDING MAY 31, 2022**

	DISTRICT ONLY	LIABILITIES AND FUND BALANCE			
	Current Month 5/31/2022	Current Month 5/31/2022	Prior Month 4/30/2022	Positive/ (Negative) Variance	Prior Year End 6/30/2021
Current Liabilities					
[1] Accounts Payable	\$ 1,263,505	\$ 9,090,210	\$ 9,644,221	\$ 554,011	\$ 11,184,294
[2] Notes and Loans Payable (Line of Credit)	-	6,000,000	6,000,000	\$ -	-
[3] Accounts Payable- Tax advance	-	-	-	\$ -	-
[4] Accrued Payroll Taxes	-	6,017,448	6,079,678	\$ 62,230	4,865,852
[5] Accrued Benefits	-	-	-	\$ -	-
[6] Accrued Benefits Current Portion	-	-	-	\$ -	-
[7] Other Accrued Expenses	-	-	-	\$ -	-
[8] Accrued GO Bond Interest Payable	1,805,354	2,049,071	2,263,537	\$ 214,466	1,945,116
[9] Stimulus Advance	-	-	387,388	\$ 387,388	2,120,577
[10] Due to Third Party Payers (Settlements)	-	-	-	\$ -	-
[11] Advances From Third Party Payers	-	400,001	194,908	\$ (205,093)	1,533,196
[12] Current Portion of LTD (Bonds/Mortgages)	2,335,000	2,335,000	2,335,000	\$ -	2,335,000
[13] Current Portion of LTD (Leases)	-	-	-	\$ -	-
[14] Other Current Liabilities	-	601,692	596,724	-	53,471
Total Current Liabilities	5,403,860	26,493,422	27,501,456	\$ 791,861	24,037,506
Long Term Debt					
[15] Bonds/Mortgages Payable (net of Cur Portion)	103,043,956	\$103,043,956	\$ 103,057,314	\$ 13,358	\$ 108,165,892
[16] Leases Payable (net of current portion)	\$2,300,565	\$2,300,565	\$2,315,000	\$ 14,435	\$315,000
[17] Total Long Term Debt (Net of Current)	105,344,521	105,344,521	105,372,314	\$ 313,358	108,480,892
Other Long Term Liabilities					
[18] Deferred Revenue	-	-	-	\$ -	-
[19] Accrued Pension Expense (Net of Current)	-	-	-	\$ -	-
[20] Other-Bridge Loan	0	2,231,628	2,231,628	\$ -	0
[21] Total Other Long Term Liabilities	0	2,231,628	2,231,628	0	0
TOTAL LIABILITIES	\$ 110,748,381	\$ 134,069,570	\$ 135,105,397	\$ 1,035,827	\$ 132,518,398
Net Assets:					
[22] Unrestricted Fund Balance	(1,127,838)	(25,347,940)	(25,347,940)	\$ -	\$ 3,261,178
[23] Temporarily Restricted Fund Balance	-	-	-	-	-
[24] Restricted Fund Balance	-	-	-	-	-
[25] Net Revenue/(Expenses)	1,074,239	(6,489,715)	(6,476,678)	13,037	(29,736,956)
[26] TOTAL NET ASSETS	(53,600)	(31,837,655)	(31,824,618)	\$ 13,037	\$ (26,475,778)
[27] TOTAL LIABILITIES AND NET ASSETS	\$ 110,694,781	\$ 102,231,915	\$ 103,280,779	\$ 1,048,864	\$ 106,042,620
	\$ (0)	\$ 0	\$ (0)	(\$0) 0	\$ -

Statement of Cash Flows

SAN GORGONIO MEMORIAL HOSPITAL BANNING, CALIFORNIA ELEVEN MONTHS ENDING MAY 31, 2022

		CASH FLOW	
		Current Month 5/31/2022	
HEALTHCARE SYSTEM CASH FLOW			
BEGINNING CASH BALANCES			
[1]	Cash: Beginning Balances- HOSPITAL	\$	6,524,387
[2]	Cash: Beginning Balances- DISTRICT		1,907,608
[3]	Cash: Beginning Balances TOTALS	\$	8,431,995
Receipts			
[4]	Pt Collections	\$	4,486,228
[5]	Tax Subsidies Measure D		1,066,870
[6]	Tax Subsidies Prop 13		3,616,548
[7]	Tax Subsidies County Supplemental Funds		-
[8]	IGT & other Supplemental (Net)		244,694
[9]	Draws/(Paydown) of LOC Balances		-
[10]	Other Misc Receipts/Transfers		166,280
	TOTAL RECEIPTS	\$	9,580,620
Disbursements			
[11]	Payroll/ Benefits	\$	4,277,772
[12]	Other Operating Costs		6,416,827
[13]	Capital Spending		50,063
[14]	Debt serv payments (Hosp onlyw/ LOC interest)		-
[15]	Other (increase) in AP /other bal sheet		787,963
[16]	TOTAL DISBURSEMENTS	\$	11,532,625
[17]	TOTAL CHANGE in CASH	\$	(1,952,004)
ENDING CASH BALANCES			
[18]	Ending Balances- HOSPITAL	\$	4,572,383
[19]	Ending Balances- DISTRICT		1,907,608
[20]	Ending Balances- TOTALS	\$	6,479,991
ADDITIONAL INFO			
[21]	LOC CURRENT BALANCES	\$	6,000,000

TAB C

SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT and HOSPITAL

FYE June 30, 2023 Budget Package

Operating Budget

Capital Budget

Combined Balance Sheet:

San Gorgonio Memorial Hospital

San Gorgonio Memorial Healthcare District

Cash Flow Statement

SGMHD Operating Budget

SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT AND HOSPITAL

FYE June 30, 2023 Budget Assumptions

Key Issues:

Growth Opportunities and Recovery from impact of Covid-19 Pandemic

Programs:

Continue expansion of Surgical Robotics services

Complete development and set-up for new Stroke Program services with expected opening in July 2024

Initiate development of O/B Clinics and Midwifery Program to commence July 2024

Internal Medicine Residency Program to be continued

Continuation of Physician Specialty Coverages in Emergency Room

Workloads:

Increase Inpatient Discharges - (from 2,667 in 2021, 2,597 in 2022, to 2,996 in 2023)

Surgery Volume Increases – Major impact from robotics program (from 837 in 2021, 1,332 in 2022, to 1,457 in 2023)

Emergency Room Volume Increases (from 33,299 in 2021, 38,382 in 2022, to 38,959 in 2023)

Operations:

Revenues:

Decrease in Medicare Reimbursement; No change in Medi-Cal Reimbursement

Continued increase in IEHP contract rates

Nominal increases in PPO and other managed care contracts

Supplemental Funding programs to be re-instated similar to pre-2022 levels

DSH funding and Graduate Medical Education Funding included

Average Aggregated Overall Increase in Patient Charge Rates of 4.49% (Inpatient = 3.61%, Outpatient = 5.38%). No impact on Net Revenues.

FYE June 30, 2023 Budget Assumptions (continued)

Expenses:

Continue with 2022 Operating and Staffing levels – Flex up primarily only in areas related to growth or as mandated by law

Wage increases planned for October, 2022; Small pool reserved for Market Adjustments

Ensure Operational Efficiencies –

Maintain Labor at current levels except as required in certain growth areas or as required by law;

Reduction in Contract Labor

Reduction in Physician Fees, i.e. drop In Anesthesia fees; Increase in Residency Costs (to be offset from Medicare)

Supplies cost increases consistent with 2022 changes and various inflationary rates; use of less costly covid supplies

Utilities minimal increase due to savings created by new energy reduction program

Other Expenses to hold at current trend

Leases/Rentals at current year trend plus full year of robotics equipment lease

Continue development and fine tuning Allscripts System Applications and Reporting

Legal fees included for various litigation matters

Capital and Financing:

Key Items: Patient Monitoring, Pharmaceutical Dispensing, Surgical Lighting, and Stroke program projects and equipment

Other routine equipment acquisitions

Pursue compliance with Line of Credit covenants

Continue Pursuit of Funding and Grants opportunities

Debt Service for Bridge Loan Financing and 2021 Revenue Bonds provided from Unrestricted Taxes and Revenues

Debt Service for General Obligation Bonds from Measure A property Taxes

SAN GORGONIO MEMORIAL HOSPITAL					PROJECTED	BUDGET	
BUDGET 2023 ASSUMPTIONS		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Comment
SERVICE AND WORKLOAD							
1	Continued Growth in Emergency Room Visits and Surgery Cases. Additional admissions resulting from increased Emergency visits, and Surgery cases, and expanded Medical Specialty coverages in the Emergency Room.						
Operating Performance							
2	EBIDA	\$3,027,191	(\$2,980,206)	(\$16,732,041)	(\$6,017,556)	\$282,300	
Line of Credit Balances							
3	Line of Credit Ending Balances	\$0	\$6,000,000	\$0	\$12,000,000	\$12,000,000	
Growth and Inflation Rates							
4	IP (ACUTE) Growth Rates vs. PYr	-14.11%	-7.87%	19.86%	-3.56%	14.23%	(By I/P Days)
5	OP Growth Rates vs. Prior Year	6.11%	-10.13%	-20.80%	5.51%	7.10%	(Based on Charges, w/o Rate Increase)
6	ER Growth Rates vs. Prior Year	-1.97%	-10.06%	-15.25%	15.26%	1.50%	(By ED Visits)
7	Aggregated Overall Price Increase	0.00%	0.00%	0.00%	72.37%	4.49%	(2022 =90% of Median of Regional Hospitals)
Expense Inflation							
8	Inflation Rate on Medical Supplies	2.00%	2.00%	2.00%	2.00%	0% to 5%	Various, generally in this range
9	Inflation Rate All Other (Excl SWB)	1.00%	1.00%	1.00%	1.00%	Current Run Rates	
Reimbursement							
10	Medicare Reduction of \$258K, Third Party Pay increases \$75K, GME Reimbursement \$1.1M, & expected M-Cal DSH \$700K						
Employee Compensation							
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Comment
11	Average Wage Per Hour Change	-0.76%	10.44%	1.50%	10.98%	8.48%	(Large Market Adjustments in 2020 & 2022)
IGTs and Other Supplemental Revenue Sources							
12	IGT Revenue, Net of Expense	\$17,119,130	\$12,574,110	\$8,368,092	\$8,608,943	\$13,440,972	(Income, Net of Expense)
13	Supplemental, Other, & Tax Income	\$6,672,530	\$13,065,250	\$10,483,783	\$10,493,212	\$10,800,726	(Income)
Capital Projects Planned and Financed in FY 22							
14	Capital Projects District	\$459,974	\$787,310	\$377,004	\$1,610,000	\$7,054,000	
15	Capital Projects Contingent					\$5,540,931	
FTE Changes							
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	% VAR
16	Paid FTEs (includes Registry)	501.4	479.2	475.3	471.0	469.8	-0.3%
17	Worked FTEs (includes Registry)	450.6	434.2	425.5	419.3	418.2	-0.3%
18	Paid FTES per adj. occupied bed	5.75	6.26	6.90	7.74	7.09	-8.5%
19	Worked FTES / adj. occupied bed	5.17	5.67	6.18	6.89	6.31	-8.5%

SAN GORGONIO MEMORIAL HOSPITAL							
Patient Workload Volumes					PROJECTED	BUDGET	
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Comment
KEY STATISTICS							
1	Newborn Deliveries	268	246	158	146	146	0.0%
2	Nursery Days	536	492	345	268	268	0.0%
3	Acute Admits	2,857	2,682	2,667	2,597	2,996	15.4%
4	Acute Patient Days	9,991	9,205	11,033	10,640	12,154	14.2%
5	ER Visits	43,687	39,293	33,299	38,382	38,959	1.5%
6	Observation Days	2,028	1,723	2,512	2,699	2,740	1.5%
7	I/P Surgery	422	466	396	440	481	9.3%
8	O/P Surgery	740	397	441	892	976	9.4%
9	GI CASES	1,002	1,726	307	309	309	0.0%
10	Average Daily Census	27.4	25.2	30.2	29.2	33.3	14.2%
11	Average Lengths of Stay	3.5	3.4	4.1	4.1	4.1	-1.0%
12	% of ED Admits Admitted	5.83%	6.20%	7.46%	5.29%	5.29%	0.0%
	OP FACTOR	3.19	3.04	2.28	2.09	2.01	-3.8%
13	Adjusted Patient Days (APD)	31,836	27,944	25,143	22,204	24,195	9.0%
ACUTE DAYS (Excl. Observation Days)							
		FY 2019	FY 2020	FY 2021	PROJECTED FY 2022	BUDGET FY 2023	Comment
14	Med/Sur Acute Days	7,385	6,129	6,716	6,842	7,906	15.6%
15	ICU Acute Days	1,350	1,178	1,737	1,555	1,754	12.8%
16	DOU Acute Days	2,257	2,009	2,154	1,869	2,120	13.4%
17	OB Acute Days	640	675	426	374	374	0.0%
18	Total Acute Days	11,632	9,991	11,033	10,640	12,154	14.2%

SAN GORGONIO MEMORIAL HOSPITAL							
Statement of Revenue and Expense				PROJECTED	BUDGET		
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	Comment	
Gross Patient Revenue							
1	Inpatient Revenue	\$92,014,593	\$88,815,381	\$111,976,457	\$216,865,666	\$264,016,318	Includes Rate Increases
2	Outpatient Revenue	201,184,376	180,805,253	143,204,184	235,707,329	266,029,277	" " "
3	Total Gross Patient Revenue	293,198,969	269,620,634	255,180,641	452,572,995	530,045,595	" " "
Deductions From Revenue							
4	Discounts and Allowances	(235,057,775)	(214,148,761)	(199,628,805)	(373,180,905)	(441,236,937)	Includes Rate Increases
5	Bad Debt Expense	(10,296,276)	(7,839,364)	(9,892,737)	(17,298,617)	(18,665,612)	
6	Charity Care	(674,019)	(1,038,200)	(496,340)	(915,655)	(960,312)	
7	Total Deductions From Revenue	(246,028,070)	(223,026,325)	(210,017,881)	(391,395,178)	(460,862,861)	Includes Rate Increases
8	% Deductions	-83.91%	-82.72%	-82.30%	-86.48%	-86.95%	Includes Rate Increases
Net Patient Revenue							
		47,170,899	46,594,309	45,162,760	61,177,817	69,182,734	
Supplemental & Non-Patient Revenue							
9	IGT Revenues	17,824,040	13,887,912	10,436,480	8,608,944	14,538,957	
10	Other Operating Rev Incl DSH	2,467,079	9,005,213	6,106,437	5,693,553	5,847,800	
11	Clinic Net Revenues	268,589	188,916	0	0	0	
12	Tax Subsidies Measure D	2,358,293	2,393,627	2,516,922	2,858,198	2,963,926	
13	Tax Subsidies Prop 13	1,384,656	1,368,731	1,710,620	1,800,000	1,854,000	
14	Tax Subsidies -Other	193,913	108,763	149,804	141,461	135,000	
15	Total Non-Patient Revenue	24,496,570	26,953,162	20,920,263	19,102,156	25,339,683	
Total Operating Revenue							
		71,667,469	73,547,471	66,083,023	80,279,973	94,522,416	
Expenses							
16	Salaries and Wages	35,294,707	37,250,689	37,501,904	41,243,799	44,627,513	8.2%
17	Fringe Benefits	8,429,724	9,032,491	10,282,665	10,140,194	11,024,500	8.7%
18	Contract Labor	1,279,534	714,190	1,378,626	1,255,245	910,917	-27.4%
19	Physicians Fees	2,959,573	3,982,298	4,209,399	4,200,220	4,382,772	4.3%
20	Purchased Services	6,166,280	8,296,048	9,268,035	11,450,105	12,515,534	9.3%
21	Supply Expense	8,226,210	9,012,301	10,846,597	12,323,037	13,510,749	9.6%
22	Utilities	905,646	968,157	1,107,443	1,329,931	1,381,613	3.9%
23	Repairs and Maintenance	699,894	703,109	1,676,546	951,930	906,764	-4.7%
24	Insurance Expense	1,023,205	1,239,322	1,328,202	1,375,927	1,475,746	7.3%
25	All Other Operating Expenses	851,066	1,928,941	1,785,024	1,083,191	1,187,896	9.7%
26	IGT Expense	704,910	1,313,802	2,068,389	0	1,097,985	0.0%
27	Leases and Rentals	913,805	950,799	953,082	943,951	1,218,127	29.0%
28	1206 (b) CLINIC Expense	1,185,724	1,135,530	409,152	0	0	0.0%
29	Total Operating Expenses	68,640,278	76,527,677	82,815,064	86,297,530	94,240,116	9.2%
EBIDA							
		3,027,191	(2,980,206)	(16,732,041)	(6,017,556)	282,300	
Interest Expense and Depreciation							
30	Depreciation	5,973,693	6,077,964	5,936,648	6,078,380	6,600,523	
31	Interest Exp and Amortization	5,018,312	5,065,130	5,375,928	4,935,712	4,728,142	
32	Total Interest & Depreciation	10,992,005	11,143,094	11,312,576	11,014,092	11,328,665	
Non-Operating Revenue:							
33	Contributions	92,937	333,111	85,447	831,623	5,600,931	Includes Donation - Morongo Band of Mission Indians
34	Tax Subsidies GO Bonds - M-A	8,309,482	8,003,588	7,180,920	7,367,589	7,514,849	
35	Extraordinary losses		(8,274,886)	(7,800)			
	Total Non Operating Rev/(Exp)	8,402,419	61,813	7,258,567	8,199,212	13,115,780	
Total Net Surplus/(Loss)							
		\$437,605	(\$14,061,487)	(\$20,786,050)	(\$8,832,436)	\$2,069,415	
Total Profit Margin							
		0.61%	-19.12%	-31.45%	-11.00%	2.19%	
EBIDA % (Adjusted)							
		4.22%	-4.05%	-25.32%	-7.50%	0.30%	

	A	B	C	D	E	F	G	J	K	L	M	N	O	P	
1	San Gorgonio Memorial Hospital							FY 2022 (Approved in July, 2021)		FY 2023	Priority 1 = Highest, 4 = Lowest	FY 2024		FY 2025	
2	3-Year Capital Budget FYE's 2022 - 2025														
3	DESCRIPTION	DEPARTMENT	Owner	Notes											
4	Pharmaceutical Dispensing systems	Nursing Units	Brown				\$ -		\$ 850,000	1	\$ -		\$ -		
5	ICU Monitors & Telemetry System	Nursing Units	Brown						\$ 673,000	1	\$ -		\$ -		
6	Metal Detectors - OB and ER Entrances	Nursing Units	Brown						\$ 36,170	1					
7															
8	Automatic Transfer Switch	Plant	Sanchez				\$ 125,000		\$ 150,000	2	\$ -		\$ -		
9	Floor Replacement due Poor Moisture	Plant	Sanchez	Main Hallways			\$ -			4	\$ 225,000		\$ -		
10	Parking Lot Striping	Plant	Sanchez				\$ -			4	\$ 75,000		\$ -		
11	Circulating Pump	Plant	Sanchez				\$ -		\$ 15,000	2	\$ -		\$ -		
12	Air Curtain Fly Fan x 4	Plant	Sanchez	\$6,300 each			\$ -		\$ 28,000	2	\$ -		\$ -		
13	Storage containers (3)	Plant	Sanchez	Life Safety Issue						4	\$ 52,000		\$ -		
14	Infant Security System	Plant	Sanchez	OB Upgrade			\$ -		\$ 40,000	2	\$ -		\$ -		
15	OR1 Med Gas panel Communication	Plant	Sanchez	Regulatory - panel is not communicating with PBX or Eng = a regulatory issue					\$ 8,000	1	\$ 8,000		\$ -		
16	Medcial Gas Control panel replacement	Plant	Sanchez	Replacement malfunctioning unit					\$ 20,000	1	\$ 20,000		\$ -		
17	Sterile Processing Humidification System	Plant	Sanchez	Regulatory			\$ 246,850		\$ 246,850	1	\$ -		\$ -		
18															
19	Doppler Ultrasound System	O/R	Goodner				\$ 43,575			4	\$ 49,995		\$ -		
20	New Scrub Sinks (& faucet repair)	O/R	Goodner				\$ 25,000		\$ 29,053	1	\$ -		\$ -		
21	Badge Readers (8 door entryways)	O/R	Goodner				\$ 51,390		\$ -		\$ -		\$ -		
22	Power Set	O/R	Goodner	Dr. Reis			\$ 28,000		\$ -		\$ -		\$ -		
23	Steam Instrument Sterilizer	O/R	Goodner	Aging Equipment			\$ 119,417		\$ 121,895	2	\$ -		\$ -		
24	Operating Lights	O/R	Goodner	Make OR 3 functional			\$ 48,640		\$ 141,630	1	\$ -		\$ -		
25	Hysterscope	O/R	Goodner	Volume increases			\$ 14,173		\$ -		\$ -		\$ -		
26	Ligasure	O/R	Goodner	Dr. T/Ugochuku			\$ 25,978		\$ -		\$ -		\$ -		
27	Replace sink in PACU work room	PACU	Goodner	Lowside= \$5,940			\$ 7,500		\$ -		\$ -		\$ -		
28	Breast CA Markers	O/R	Goodner						\$ 70,000	1	\$ -		\$ -		
29	Sentinal Node Probe Biopsy	O/R	Goodner						\$ 76,267	1	\$ -		\$ -		
30	CO2 Insufflator	O/R	Goodner						\$ 54,231	1	\$ -		\$ -		
31	Robotic Table	O/R	Goodner						\$ 97,896	2	\$ -		\$ -		
32	Fracture Table	O/R	Goodner						\$ 112,516	2	\$ -		\$ -		
33	Iron Intern Retractor	O/R	Goodner						\$ 6,148	1	\$ -		\$ -		
34															
35	GE Ultrasound Machine	ED	Brady	Dr. Singh					\$ 41,000	2	\$ -		\$ -		
36	Hospitalwide Badge Computer Access	ED	Brady						\$ 151,050	1	\$ -		\$ -		
37	Mindray Monitors in RC/Doc Area	ED	Brady							4	\$ 16,284		\$ -		
38	Space IV Pumps (x 5)	ED	Brady				\$ 12,750		\$ 63,750	1	\$ 63,750		\$ -		
39															
40	Security Camera revolving upgrade	Security	Hunter	x 32			\$ 51,000		\$ -		\$ -		\$ -		
41	Visitor Camera System	Security	Hunter				\$ 32,000		\$ -		\$ -		\$ -		

	A	B	C	D	E	F	G	J	K	L	M	N	O	P
1	San Gorgonio Memorial Hospital							FY 2022 (Approved in July, 2021)		FY 2023	Priority 1 = Highest, 4 = Lowest	FY 2024		FY 2025
2	3-Year Capital Budget													
2	FYE's 2022 - 2025													
3	DESCRIPTION	DEPARTMENT	Owner	Notes										
43	Stroke Center Package	Imaging	Chamberlin	\$400,000 projected for FY 2022						\$ 5,200,000	1	\$ -	\$ -	
44	Mobile Nuc Med Trailer Unit	Imaging	Chamberlin	Transistion cost				\$ -		Incl Above		\$ -	\$ -	
45	CT Scanner replacement	Imaging	Chamberlin	Equip= \$561,848				\$ 800,000		Incl Above		\$ -	\$ -	
46	Reconditioned SPECT Nuclear Med System	Imaging	Chamberlin	Whole body				\$ 613,325		Incl Above		\$ -	\$ -	
47	CT Scanner Back-up for Stroke Center	Imaging	Chamberlin	Equip= \$561,848				\$ -		Incl Above		\$ -	\$ -	
48	PAC'S Cube Replacement	Imaging	Chamberlin							\$ 14,319	1	\$ -	\$ -	
49	Portable X-Ray Machine	Imaging	Chamberlin							\$ 170,000	1	\$ -	\$ -	
50	Portable C-Arm	Imaging	Chamberlin							\$ 282,000	1	\$ -	\$ -	
51	Hybrid CT/NM Camera (Spect)	Imaging	Chamberlin							\$ 1,350,000	1	\$ -	\$ -	
52	Fluroscopy/Red Room (Room 2)	Imaging	Chamberlin							\$ 1,005,000	1	\$ -	\$ -	
53	Mammography w/ Tomo & Stereo	Imaging	Chamberlin							\$ 536,000	1	\$ -	\$ -	
54														
55	Dietary Food Management (Software)	Dietary	Hawthorne							\$ 49,365	2	\$ -	\$ -	
56														
57	IS Upgrades and Server Replacements	I/T	Maja	3PAR -High Priority, Med Surg rooms P				\$ 211,988		\$ 250,000	2	\$ 120,000	\$ -	
58														
59	Automated Blood Bank System	Lab	Hazley					\$ 108,488		\$ 97,000	3	\$ -	\$ -	
61	CS-2500 Coagulation Analyzer (Back-up Unit)	Lab	Hazley							\$ 45,000	3	\$ -	\$ -	
62														
63	Finanical Budgeting & Reporting System	Accounting	Heckathorne							\$ 150,000	1	\$ -	\$ -	
64														
65	CD Image Maker	HIM	Palmer	Cost savings				\$ 16,620		\$ -		\$ -	\$ -	
66														
67	Panda Infant Warmer	OB	Gunther					\$ 35,000			4	\$ 35,000	\$ -	
68	Labor Bed	OB	Gunther								4	\$ 18,750	\$ -	
69	Guest pull-out bed/chairs x 11	OB	Gunther	\$3,850 each							4	\$ 42,350	\$ -	
70											4			
71	Patient Transport Van	Behavioral H.	Maciel	Replacement Van							4	\$ 45,000	\$ -	
72	Flooring for Therapy Rooms	Behavioral H.	Maciel	Replace worn/torn carpet with								\$ 10,000	\$ -	
73														
74	Contingency	All	Barron							\$ 413,791	1			
75														
76	Total Requests							\$ 2,616,694		\$ 12,594,931		\$ 781,129	\$ -	
77	Less Donated Equipment							\$ (800,000)		\$ (5,200,000)		\$ -	\$ -	
78	Less Projected Donations							\$ -		\$ (5,540,931)		\$ (425,821)	\$ (65,851)	
79	Less Property Taxes for Capital							\$ (1,800,000)		\$ (1,854,000)		\$ (1,909,620)	\$ (2,005,101)	
80	Requests Over (Under) Funds							\$ 16,694		\$ -		\$ (1,554,312)	\$ (2,070,952)	

San Gorgonio Memorial Hospital & Healthcare District				PROJECTED	BUDGET	
COMBINED BALANCE SHEET		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
ASSETS						
Current Assets						
1	Cash	\$4,175,262	\$12,894,407	\$2,420,953	\$9,680,014	\$13,234,678
2	Accounts Receivable (Net)	8,449,937	7,142,879	7,939,203	9,061,949	9,461,949
3	Inventories	1,668,855	1,789,075	1,776,554	2,433,993	2,190,594
4	Other Receivables	2,723,547	2,753,613	2,282,995	(3,600,886)	1,187,153
5	IGT Receivables	10,058,792	10,877,160	902,000	0	0
6	All Other Current Assets	353,247	288,583	21,485	1,000,753	999,621
7	Total Current Assets	27,429,640	35,745,717	15,343,190	18,575,823	27,073,995
Assets with Limited Use						
8	Total Limited Use Assets	8,671,080	9,305,009	9,846,366	12,546,077	13,946,077
Other Assets						
9	Unamortized Loan Costs	1,474,000	759,389	645,507	614,440	770,039
Property Plant & Equipment						
10	Less Accumulated Depreciation	(71,081,214)	(77,151,389)	(83,087,287)	(89,145,667)	(95,746,190)
11	Net PPE	97,000,465	83,434,925	77,876,031	74,616,163	74,812,376
12	Interest Net Assets of Sys Fdn	646,319	496,107	551,194	5,500,000	500,000
Total Assets		\$135,221,504	\$129,741,147	\$104,262,288	\$111,852,503	\$117,102,487
LIABILITIES AND FUND BALANCE						
Current Liabilities						
		FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
13	Accounts Payable -Operating	\$5,057,334	\$5,316,508	\$10,897,079	\$9,418,151	\$7,382,099
14	Accrued Payroll Benefits	3,051,669	4,124,703	4,865,852	5,597,026	2,938,439
15	Current Portion L-Term Debt	2,095,000	2,335,000	2,640,000	2,830,000	3,427,570
16	Third Party Settlements	732,545	2,435,348			
17	Bank Line of Credit	0	6,000,000	0	12,000,000	12,000,000
18	Accrued Interest Payable	2,055,146	2,020,229	1,945,116	1,890,661	2,253,256
19	Accounts Payable - Advance	0	322,211	402,258	387,388	0
20	Total Current Liabilities	12,991,694	22,553,999	20,750,305	32,123,226	28,001,364
Long Term Debt						
		110,739,214	110,448,326	107,559,211	104,877,314	117,179,744
Borrowing Re: State Transision to CY						
					2,231,628	2,231,628
Total Liabilities		123,730,908	133,002,325	128,309,516	139,232,168	147,412,736
Fund Balance						
21	Fund Balance	11,490,596	(3,261,179)	(24,047,228)	(27,379,664)	(30,310,249)
Total Liabilities and Fund Balance		\$135,221,504	\$129,741,146	\$104,262,288	\$111,852,503	\$117,102,486

CASH FLOW STATEMENT - Abbreviated (Excluding G.O Bonds Taxes & Related Debt Service)				PROJECTED	BUDGET	
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	
1	Cash: Beginning Balances	\$6,308,962	\$4,175,262	\$12,894,407	\$2,420,953	\$9,680,014
	Receipts					
2	Pt Collections	49,278,795	48,188,723	50,511,153	63,950,228	66,672,207
3	Taxes (Non- Debt Service)	3,936,862	3,871,121	4,377,346	4,799,659	4,952,926
4	IGT & Other Supplemental (Net)	17,041,777	15,562,609	12,198,786	11,534,697	15,834,823
5	PY IGT or DSH Repay	(732,545)	(829,750)	(2,366,760)		
6	IGT Deposit for Future Yr					(1,600,000)
7	Supplemental Loans (QIP)				2,231,627	
8	Revenue Bond for Siemens Project			2,350,000		
9	Revenue Bonds to Restricted			(2,035,000)		
10	Bridge Loan Financing					12,900,000
11	Equipment Grant		52,112		360,000	0
12	Increases (Decr.) in LOC Principal Owed		6,000,000	(6,000,000)	12,000,000	0
13	Foundation Capital Funding	92,937	333,111	85,447	831,623	5,600,931
14	Other Receipts & Interco T-fers	2,467,079	10,128,133	7,898,096	4,368,659	6,612,695
15	Total Receipts	72,084,905	83,306,059	67,019,068	100,076,493	110,973,582
	Disbursements					
16	Payroll/ Benefits	43,962,904	45,210,146	47,043,419	53,986,195	55,652,013
17	Other Operating Costs	29,158,465	28,227,118	28,896,744	36,490,901	38,965,864
18	Capital Spending	517,242	787,310	377,004	1,610,000	8,431,736
19	Line of Credit Interest	117,924	342,836	314,009	280,042	463,542
20	Other, Incl.Loan Repayments	462,070	19,504	861,346	450,294	3,905,763
21	Total Disbursements	74,218,605	74,586,914	77,492,522	92,817,432	107,418,918
22	Total Change in Cash	(2,133,700)	8,719,145	(10,473,454)	7,259,061	3,554,664
23	Ending Balances	\$4,175,262	\$12,894,407	\$2,420,953	\$9,680,014	\$13,234,678
24	Goal - Cash on Hand	\$4,000,000	\$4,000,000	\$11,344,529	\$11,821,579	\$12,909,605
25	LOC Balance	\$0	\$6,000,000	\$0	\$12,000,000	\$12,000,000

SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT BUDGET

2023 BUDGET

				PROJECTED	BUDGET
	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
CLINIC					
Patient Revenues	\$1,070,095	\$884,112	\$0	\$0	\$0
Deductions From Revenue	801,506	695,196	0	0	0
NET PATIENT REVENUES	268,589	188,916	0	0	0
Operating Expense	1,185,724	1,135,530	409,152	0	0
NET GAIN (LOSS) from CLINIC	(917,135)	(946,614)	(409,152)	0	0
NON CLINIC REVENUES					
Other Operating Revenue	37,445	37,445	39,024	39,024	39,024
Restricted Contributions	92,937	333,111	85,447	831,623	5,600,931
Tax Subsidies Measure D & H	2,358,293	2,393,627	2,516,922	2,858,198	2,963,926
Tax Subsidies for GO Bonds - M-A	8,309,482	8,003,588	7,180,920	7,226,128	7,384,849
Tax Subsidies Prop 13	1,384,656	1,368,731	1,710,620	1,800,000	1,854,000
County Supplemental Funds	193,913	108,763	149,804	141,461	130,000
TOTAL DISTRICT REVENUES	12,376,726	12,245,265	11,682,737	12,896,434	17,972,730
EXPENSES					
MOB Misc Expense	24,250	23,375	24,106	27,237	28,000
Legal & Other Purchased Services	25	0	248,006	86,080	85,250
All Other Operating Expenses	362,690	258,594	142,473	327,801	428,000
TOTAL OPERATING EXPENSES	386,965	281,969	414,585	441,118	2,733,628
DISTRICT Gains before Deprec. & Interest	11,989,761	11,963,296	11,268,152	12,455,316	15,239,102
Depreciation	5,973,693	6,077,964	5,936,648	6,078,380	6,600,523
Interest & Amortization Exp	5,018,312	5,065,130	5,375,928	4,935,712	4,728,142
NET GAIN (LOSS) from District	997,756	820,202	(44,424)	1,441,224	3,910,437
NET INCOME COMBINED DISTRICT	\$80,621	(\$126,412)	(\$453,576)	\$1,441,224	\$3,910,437
DISTRICT OPERATING CASH	\$3,126,083	\$2,544,822	\$762,594	\$969,554	\$866,074