



AGENDA

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

Tuesday, January 28, 2025

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

- December 17, 2024, regular meeting

A

NEW BUSINESS

- IV. * **Proposed Action – Recommend Approval to Hospital Board** D. Heckathorne handout
 - **December 2024 Financial Report (Unaudited)**
 - **ROLL CALL**

- V. Future Agenda Items

- VI. Next Meeting – February 25, 2025 @ 9:00 AM.

- VII. Adjournment S. DiBiasi

*** Requires Action**

<p>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.</p>

Certification of Posting

I certify that on January 24, 2025, 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, January 24, 2025



Ariel Whitley, Executive Assistant

TAB A

REGULAR MEETING OF THE
SAN GORGONIO MEMORIAL HOSPITAL
BOARD OF DIRECTORS

FINANCE COMMITTEE
December 17, 2024

The regular meeting of the San Gorgonio Memorial Hospital Board of Directors Finance Committee was held on Tuesday, December 17, 2024, in the Administration Boardroom, 600 N. Highland Springs Avenue, Banning, California.

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

Members Absent: None

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

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 November 26, 2024, regular meeting	Susan DiBiasi asked for any changes or corrections to the minutes of the November 26, 2024, regular meeting. There were none.	The minutes of the November 26, 2024, regular meeting will stand correct as presented.								
NEW BUSINESS										
Proposed Action – Recommend Approval to Hospital Board of Directors - Monthly Financial Report (Unaudited) – November 2024	<p>Daniel Heckathorne, CFO, reviewed the Unaudited November 2024 finance report as informational.</p> <p>The month of November resulted in...</p> <p>ROLL CALL:</p> <table border="1" style="margin-left: 20px; border-collapse: collapse;"> <tr> <td style="padding: 2px;">DiBiasi</td> <td style="padding: 2px; text-align: center;">Yes</td> <td style="padding: 2px;">Petersen</td> <td style="padding: 2px; text-align: center;">Yes</td> </tr> <tr> <td style="padding: 2px;">Rader</td> <td style="padding: 2px; text-align: center;">Yes</td> <td style="padding: 2px;">Rutledge</td> <td style="padding: 2px; text-align: center;">Yes</td> </tr> </table> <p>Motion carried.</p>	DiBiasi	Yes	Petersen	Yes	Rader	Yes	Rutledge	Yes	M.S.C. (Rutledge/DiBiasi), the SGMH Finance Committee voted to recommend approval of the Unaudited November 2024 Financial report to the Hospital Board of Directors.
DiBiasi	Yes	Petersen	Yes							
Rader	Yes	Rutledge	Yes							
Proposed Action – Recommend Approval to Hospital Board and Healthcare District Board of the Renewal of the 2025	<p>The DHLF is the group which formally oversees the overall guidance and planning for all matters related to Supplemental Funding on behalf of California Healthcare Districts. It is time to renew the membership as outlined in the attachment.</p> <p>ROLL CALL:</p>	M.S.C. (Rutledge/Petersen), the SGMH Finance Committee voted to recommend approval of the Renewal of the 2025 Annual Dues for								

AGENDA ITEM	DISCUSSION				ACTION / FOLLOW-UP
Annual Dues for the District Hospital Leadership Forum (DHLF)	DiBiasi	Yes	Petersen	Yes	the District Hospital Leadership Forum (DHLF) to the Hospital Board and Healthcare District Board of Directors as presented.
	Rader	Yes	Rutledge	Yes	
	Motion carried.				
Future Agenda Items	<ul style="list-style-type: none"> • Accounting Projects • 340B Program Update 				
Next Meeting	The next regular Finance Committee meeting will be held on January 28, 2025 @ 9:00 am.				
Adjournment	The meeting was adjourned at 9:59 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
BANNING, CALIFORNIA**

Unaudited Financial Statements

for

SIX MONTHS ENDING DECEMBER 31, 2024

FY 2025

Certification Statement:

To the best of my knowledge, I certify for the hospital that the attached financial statements do not contain any untrue statement of a material fact or omit to state a material fact that would make the financial statements misleading. I further certify that the financial statements present in all material respects the financial condition and results of operation of the hospital and all related organizations reported herein.

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

Certified by:

Daniel R. Heckathorne

Daniel R. Heckathorne

1/17/2025

CFO

San Gorgonio Memorial Hospital

Financial Report - Executive Summary – 12 17 24

For the Month of December, 2024 and YTD Six Months Ended December 31, 2024

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

Month - The month of December resulted in negative \$934K Earnings before Interest, Depreciation and Amortization (EBIDA) compared to budgeted negative EBIDA of \$2.39M. Overall Surplus was negative \$1.37M compared to the budgeted negative Surplus of \$2.44M.

YTD – The six months ending December resulted in negative \$10.88M Earnings before Interest, Depreciation and Amortization (EBIDA) compared to budgeted negative EBIDA of \$11.06M. Overall Surplus was negative \$14.02M compared to the budgeted negative Surplus of \$10.87M.

Note: If the unaccrued Supplemental funds, projected DSH and P4P funds, along with provision for lease principal and interest payments were booked, the YTD EBIDA would be a negative \$3.35M compared to the actual negative booked \$10.88M.

Monthly Adjustments and Items of Note:

- All major workload volumes significantly exceeded budget, except for Surgeries.
- HQAF Supplemental income was \$428,074.
- Net IEHP Supplemental income was \$340,941.
- Prop 13 Tax estimates for the first 6 months were increased by \$313,987.
- Other items of note are presented in the Extraordinary Items summary immediately following this Executive Summary.

Monthly Workloads – The December inpatient average daily census was 31.6 compared to the budgeted 24.5. Adjusted Patient Days were 13.5% over budget (2,311 vs. 2,037), while Patient Days were 29.1% over (980 vs. 759) budget. Emergency Visits were 12.2% over budget (4,126 vs. 3,678), and Surgeries were 17.7% under budget (79 vs. 96), and were comparable to the 80 cases the previous December.

YTD Workloads - The inpatient average daily census through December was 21.5 compared to the budgeted 22.4. Adjusted Patient Days were 0.7% under budget (11,577 vs. 11,659), while Patient Days were 4.2% under (3,955 vs. 4,129) budget. Emergency Visits were 3.0% over budget (22,121 vs. 21,475), and Surgeries were 6.8% under budget (602 vs. 646, and 635 in the previous year).

Patient Revenues (MTD) Positive Variance (YTD) Positive Variance

Month - Net Patient Revenues in December were \$5.84M, or \$1.71M over budget. Other items of note included the fact that gross Inpatient Revenues were \$4.85M over budget, and gross Outpatient Revenues were \$1.69M over budget. As discussed in the past, Inpatient Revenues pay a much greater percentage of charges compared to Outpatient Revenues.

YTD – Net Patient Revenues through December were \$31.13M, or \$2.38M over budget. Other items of note included the fact that gross Inpatient Revenues were \$1.05M below budget, and gross Outpatient Revenues were \$6.44M over budget. As discussed in the past, Inpatient Revenues generally pay about 16% of charges, compared to Outpatient Revenues which pay under 9% of charges.

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

Month – Operating Revenue in December was \$2.08M over budget. This is impacted by the Net Patient Revenues being \$1.71M over budget and the Non-Patient Revenues being \$378K over budget.

YTD - Operating Revenue through December was \$2.67M over budget. This is impacted by the Net Patient Revenues being \$2.38M over budget and the Non-Patient Revenues being \$287K over.

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

Month - Operating Expenses in December were \$8.57M which was over budget by \$568K. Key items that impacted Expenses were: 1) Salaries, Wages, Benefits, and Contract Labor were collectively \$263K over budget (5.2% compared to the Adjusted Patient Days being 13.5% over budget). The Wages were \$376K over budget while the Benefits were \$163K under budget and the Contract Labor was over budget by \$50K; 2) Purchased Services were over budget by \$264K due to a) accounting project fees (\$40K), b) legal fees (\$25K), c) Consulting services related to financial year-end cost reports, etc. (\$59K) service agreements (\$42K), and \$125K for the IEHP Patient Experience Lab Fees which were offset by P4P Revenues; 3) Supplies were over budget by \$226K, a large part due to increased patient workloads; 4) Leases and Rentals were under budget due to a favorable YTD true-up of these accounts. Other Items: Non-Operating Revenues & Expenses - 1) Measure A Tax income projected revenues are reduced to \$400K per month based on the new tax rate that was established at the August Board meeting; 2) Interest expenses included accruals for a) \$30K for the recent litigation settlement and b) \$85K for LOC interest; 3) Donations were under budget (\$79K) simply due to timing of receipts for the various projects

Year-to Date – Operating Expenses through December were \$49.11M which was over budget by \$2.13M (4.5%). Key items that impacted Expenses were: 1) Salaries, Wages, Benefits, and Contract Labor were collectively on budget (-\$24K); 2) Purchased Services were over budget by \$1.57M due to a) accounting and other project fees (\$575K), b) Service Agreements (\$324K), c) general purchased services (\$339K), and other consulting fees (\$335K); 3) Supplies were over budget by \$422K including prostheses (\$134K), drugs (\$122K) and general medical supplies (\$177K); 4) Repairs were over budget by \$283K, which included Plant Operation ongoing maintenance project costs of \$238K; Other Items: (See “Monthly” comments above: Property Tax Revenues are under budget \$1.97M, and Interest and amortization costs are \$1.09M over budget due to litigation (\$196K), LOC (\$509K), and booking to the new “normal” for all bonds costs for the first six months. Extraordinary Expense reduction for Salary accruals for 2022 – 2024 totaled \$338K.

Balance Sheet/Cash Flow

Patient cash collections in December were \$4.82M compared to \$4.81M in November and \$5.26M in October. Gross Accounts Receivable Days in December were 63.3 compared to 58.0 in November and 56.5 in October. (Note: A/R Days almost always increase during Holiday months and for a period of time thereafter).

December's operating cash balance was \$5.84M compared to \$5.79M in November and \$14.01M in October. December's Accounts Payable increased to \$13.43 compared to \$10.78M in November and \$12.76M in October. The Line of Credit balance remained at \$12M, the same as it was as of June 27, 2024. Other major changes in December were that IEHP advanced \$4M of its overall Rate Range Supplemental Funding distributions due to San Geronio for purposes of making routine A/P and payroll payments. Note: The overall Rate Range payments have been received in January, 2025. Another use of cash in December was the repayment of the final QIP loan of \$2.7M. Finally, the District received tax funding from the County for \$2.8M, which included \$2.1M for Measure A (Bonds) taxes and \$700K for Prop 13 taxes.

Summary

Positive takeaways:

- 1) The patient workloads were significantly increased in December.
- 2) December's Operating revenues were 37% over budget while Operating Expenses only increased by 7.1%.
- 3) IEHP was able to advance \$4M (in December) to the District, which helped support ongoing operations pending final receipt of Rate Range funds in January.

Negative/Challenging takeaways:

- 1) Non-Operating Revenue/Expenses did not meet budget due to lower Measure A taxes along with there being minimal capital Donations received in December (due to timing differences only).

	A	B	C	D	E	F	G	H	I
1	SGMH DECEMBER 2024 EXTRAORDINARY ITEMS IMPACTING OVERALL FINANCIAL OUTCOMES								
2									1/17/2025
3	EXPENSE					INCOME		GAIN/(LOSS)	
4									
5	EBIDA ITEMS:								
6									
7	SALARIES / BENEFITS/ CONTRACT LABOR & RELATED ITEMS				REVENUES				
8									
9	COMBINED LABOR AND BENEFITS OVER (UNDER) BUDGET		213,043		NET PATIENT REVENUES OVER (UNDER) BUDGET		1,706,491		
10									
11	OTHER EXPENSE				SUPPLEMENTAL REVENUES				
12									
13	ACCOUNTING PROJECT NET OF CONTROLLER & 3 STAFF MEMBERS)		40,367		HQAF DMPH DIRECT PAYMENT		428,074		
14									
15	CONSULTING - COST REPORT, 990 PREP, CHFFA LOAN, WAGE INDEX, AUDIT, OSHPD, AND OTHER REGULATORY FINANCIAL CONSULTING		58,550		IEHP P4P PAYMENTS		346,201		
16									
17	LEGAL FEES OVER BUDGET		25,581		IEHP EXPERIENCE LAB REIMBURSEMENT		125,000		
18									
19									
20									
21	IEHP PATIENT EXPERIENCE LAB FEES (SEE SUPPLEMENTAL REVENUES)		125,000		OTHER REVENUES				
22									
23	GASB LEASE RENTAL TRUE UP FOR FY 2025		(256,000)		PROP 13 TAX ESTIMATE INCREASE (JULY - DECEMBER)		313,987		
24									
25	EXTRAORDINARY NEGATIVE EXPENSES: EBIDA RELATED		206,541		EXTRAORDINARY POSITIVE (NEGATIVE) REVENUES: EBIDA RELATED		2,919,753		2,713,212
26									
27									
28	NON EBIDA ITEMS:								
29									
30	LINE OF CREDIT INTEREST EXPENSE		85,000		INTEREST EARNINGS OVER BUDGET		26,617		
31									
32	INTEREST EXPENSE ACCRUAL - LITIGATION MATTERS		33,067		MEASURE A TAX INCOME OVER (UNDER) BUDGET		(328,307)		
33									
34					GRANT RECEIVABLE FOR WOMENS & FAMILY CLINIC EXPENSES		54,990		
35									
36	EXTRAORDINARY NEGATIVE EXPENSES: NON-EBIDA RELATED		118,067		EXTRAORDINARY POSITIVE (NEGATIVE) REVENUES: NON-EBIDA RELATED		(246,700)		(364,767)
37									
38	Note: These variances are not intended to account for all variances, but are meant to highlight key or unusual variations.								

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

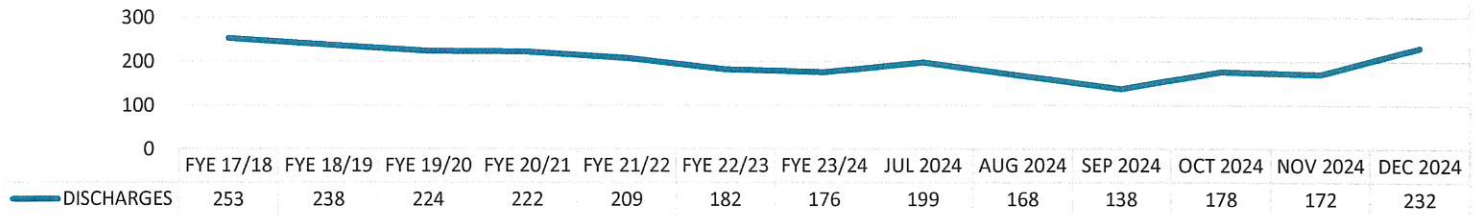
07 Worked FTEs (includes Registry FTEs)	Represents an equivalency of full-time staff worked. One FTE is equivalent of working 40 hours per week, 80 hours per pay period, 173.3 hours per 30 day month, or 2,080 hours in a 52 week year. This calculation divides the number of hours worked by the number of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

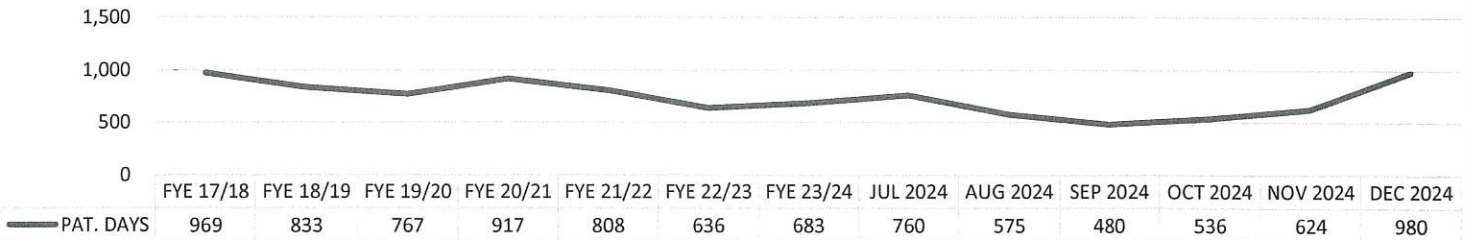
This is a blend of total patient days stayed in the hospital for a month, plus an equivalency factor (based on average inpatient revenue per patient day) applied to the outpatient revenues in order to account for outpatient workloads.

SAN GORGONIO MEMORIAL HOSPITAL

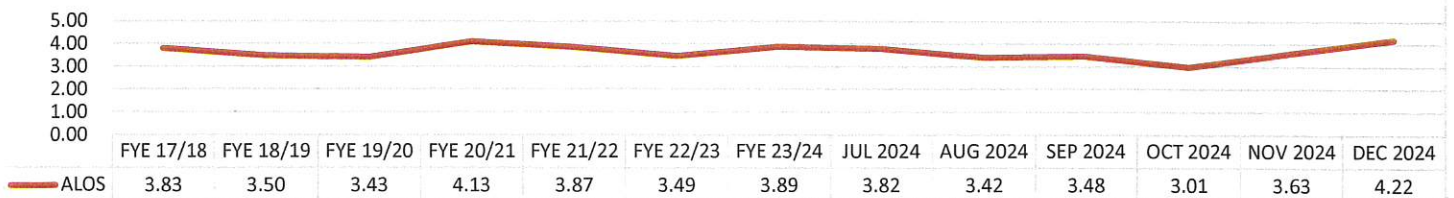
INPATIENT DISCHARGES



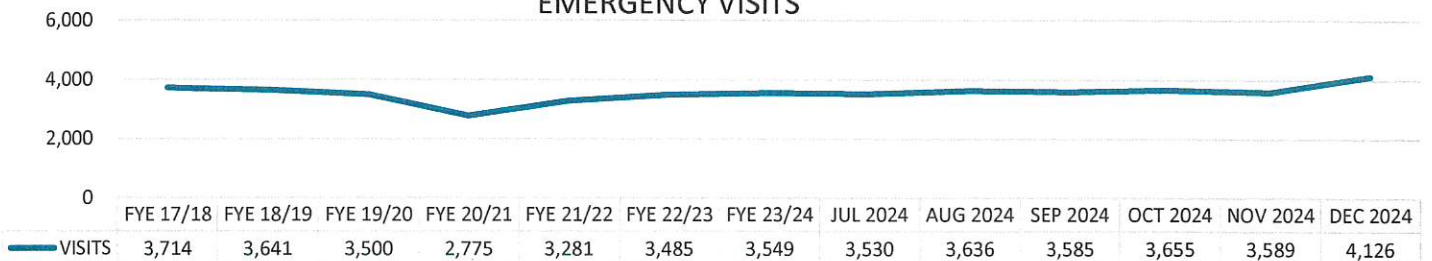
INPATIENT DAYS



AVERAGE LENGTH OF STAY

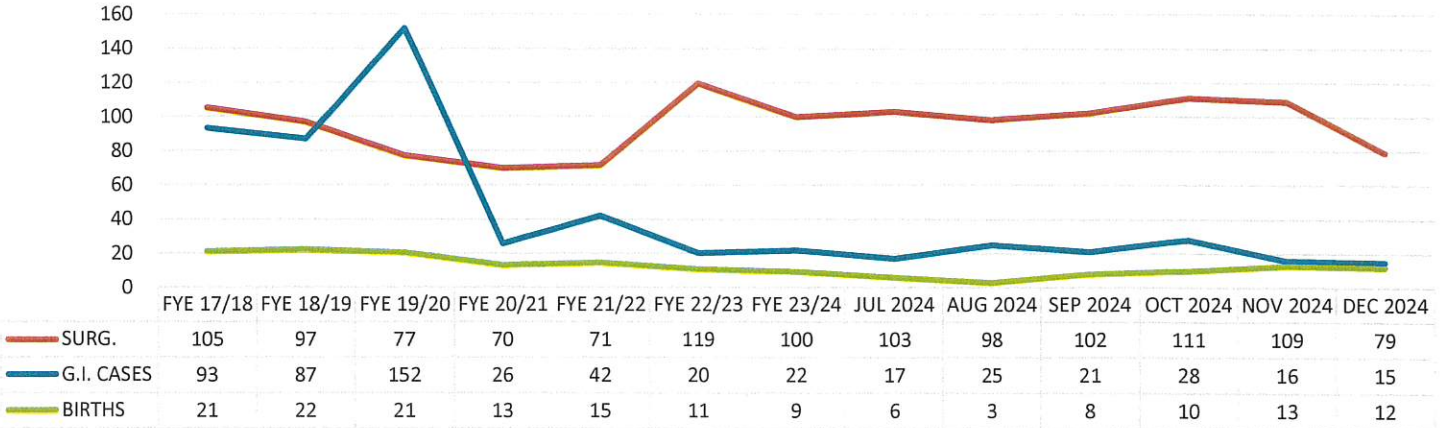


EMERGENCY VISITS

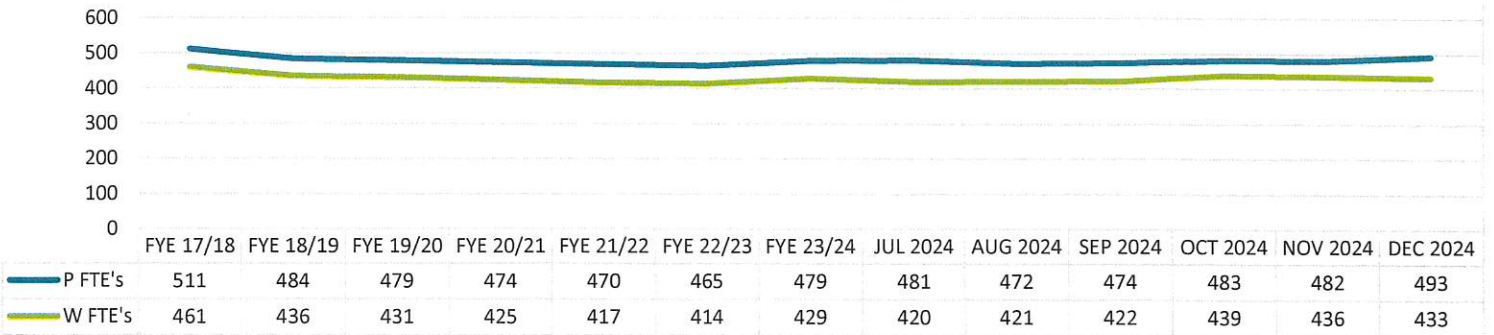


SAN GORGONIO MEMORIAL HOSPITAL

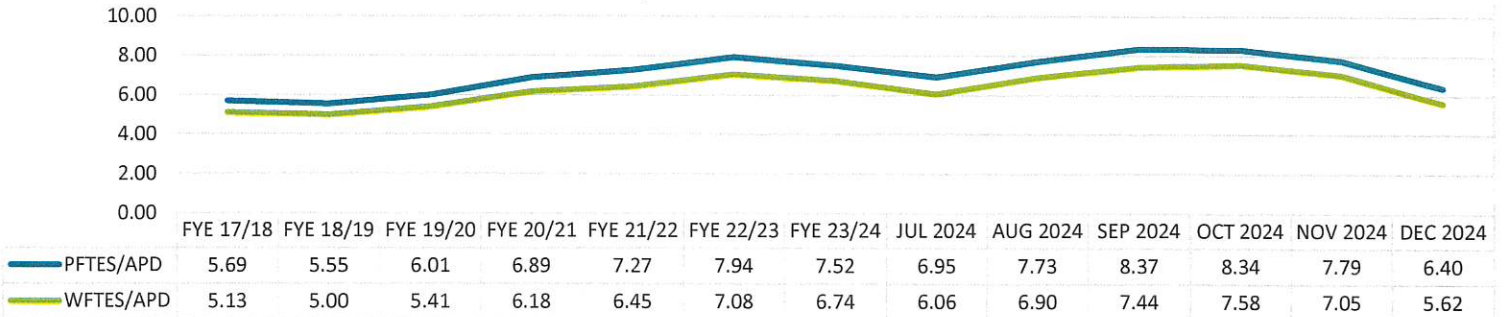
SURGERY CASES, G.I. CASES, N/B DELIVERIES




PAID & WORKED FTE'S



PAID & WORKED FTE'S / ADJUSTED PATIENT DAY

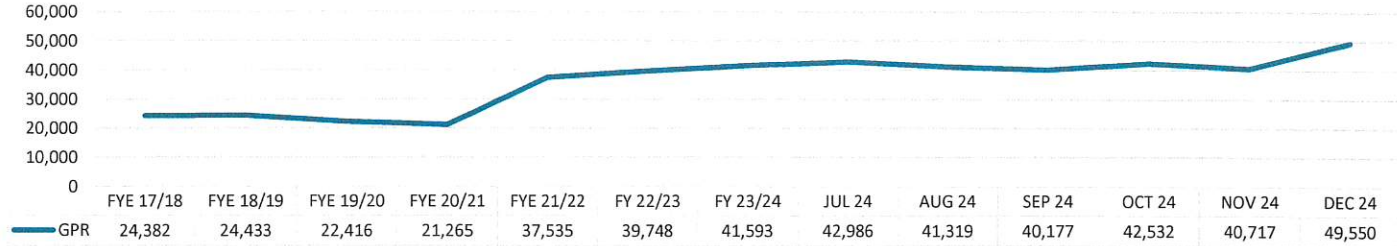


INCOME STATEMENT

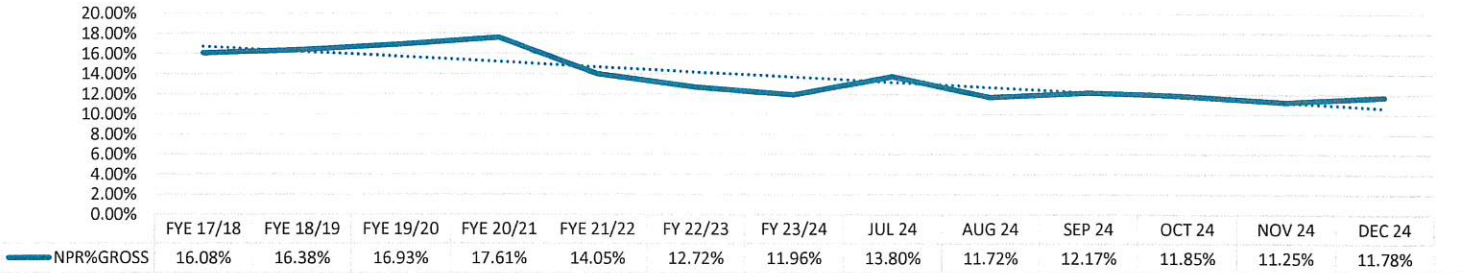
Gross Patient Revenue (000's) (Monthly Ave.)	Represents total charges (before discounts and allowances) made for all patient services provided.
Net Patient Revenue (NPR) (000's) (Monthly Ave.)	Equals the sum of all (patient) charges for services provided that are due to the hospital, less estimated adjustments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

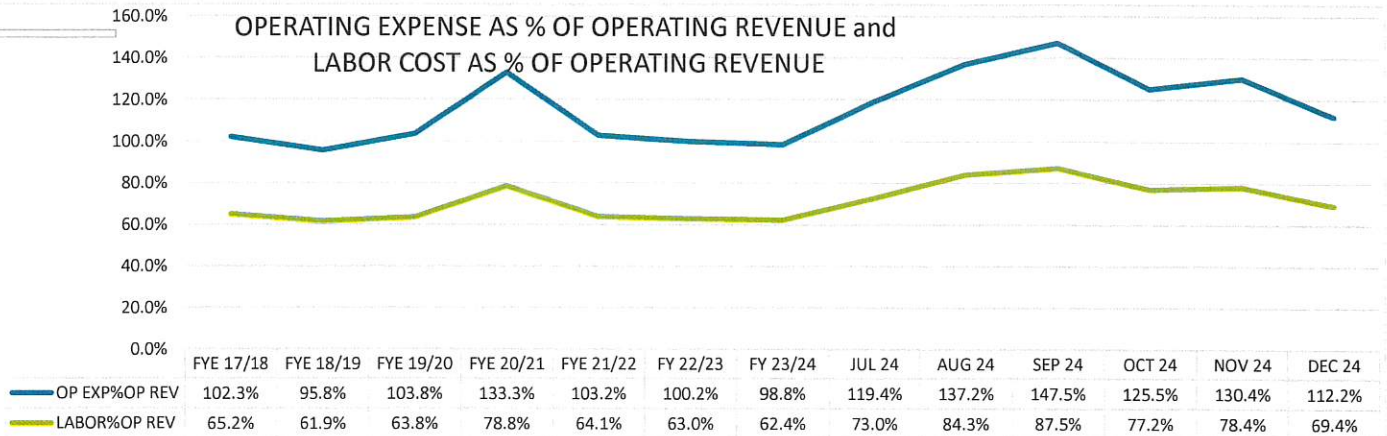
GROSS PATIENT REVENUE (000's)



NET PATIENT REVENUE AS % OF GROSS

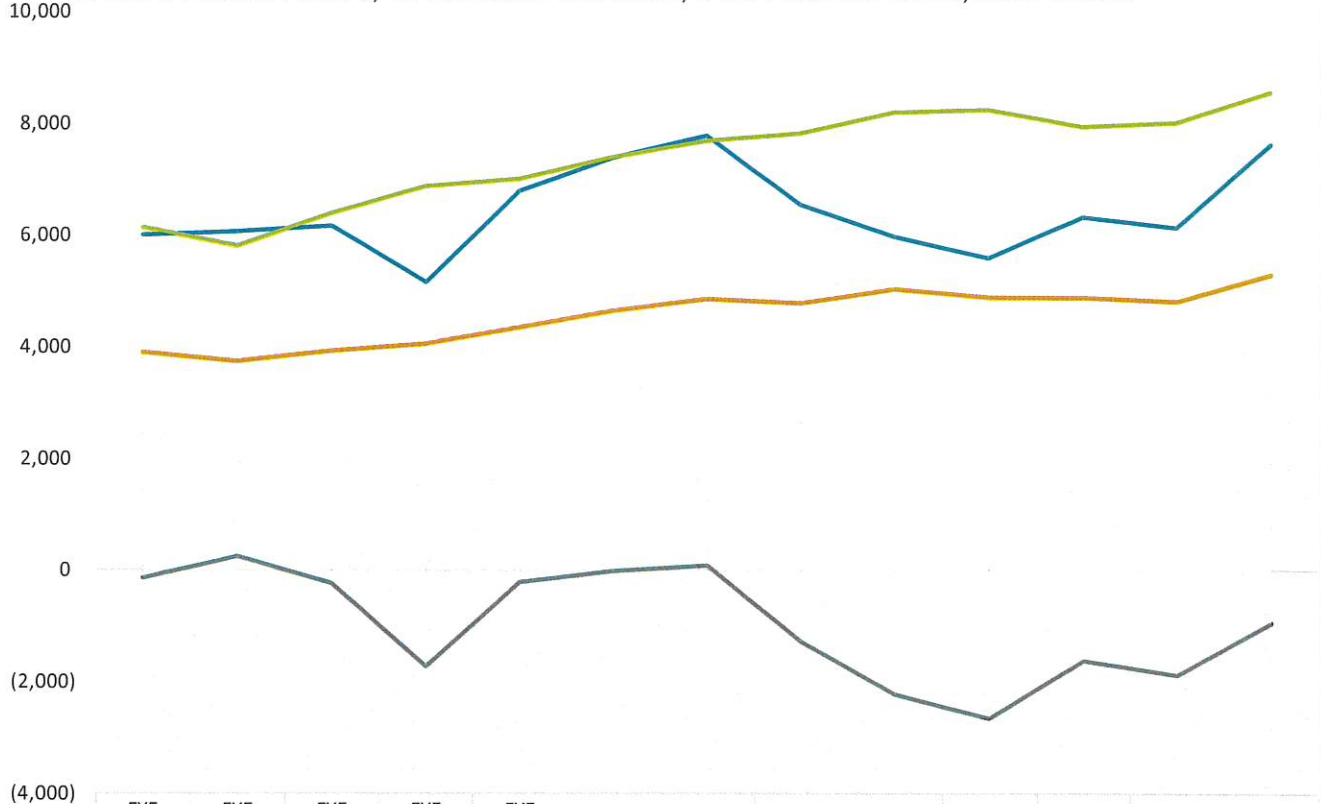


OPERATING EXPENSE AS % OF OPERATING REVENUE and LABOR COST AS % OF OPERATING REVENUE



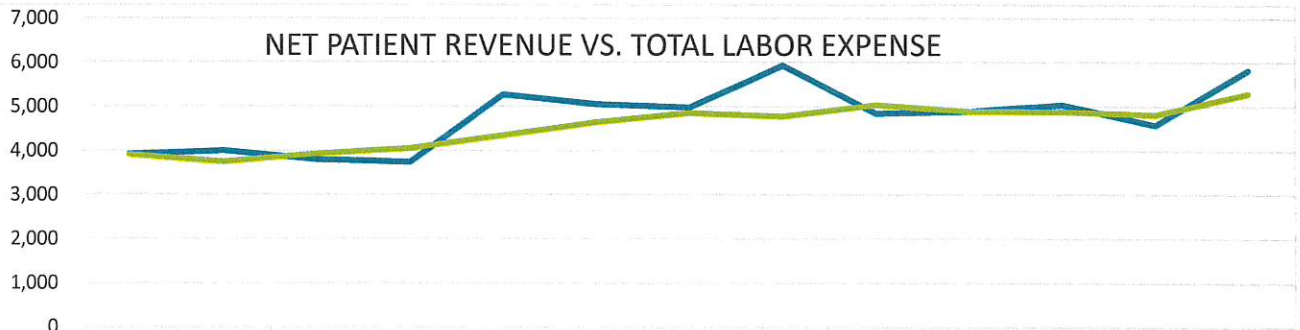
SAN GORGONIO MEMORIAL HOSPITAL

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	FY 23/24	JUL 24	AUG 24	SEP 24	OCT 24	NOV 24	DEC 24
OP REV	6,006	6,069	6,165	5,160	6,791	7,391	7,785	6,554	5,973	5,588	6,331	6,146	7,634
OP EXP	6,147	5,817	6,398	6,878	7,007	7,403	7,690	7,823	8,197	8,240	7,943	8,017	8,567
STAFF EXP	3,915	3,755	3,932	4,065	4,354	4,654	4,859	4,781	5,032	4,891	4,889	4,821	5,301
EBIDA	(141)	252	(233)	(1,719)	(216)	(13)	88	(1,270)	(2,224)	(2,652)	(1,612)	(1,870)	(934)

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	FY 23/24	JUL 24	AUG 24	SEP 24	OCT 24	NOV 24	DEC 24
NET PAT REV	3,921	4,003	3,795	3,744	5,275	5,057	4,975	5,933	4,843	4,888	5,042	4,582	5,839
LABOR EXP	3,915	3,755	3,932	4,065	4,354	4,654	4,859	4,781	5,032	4,891	4,889	4,821	5,301

BALANCE SHEET (Period End)

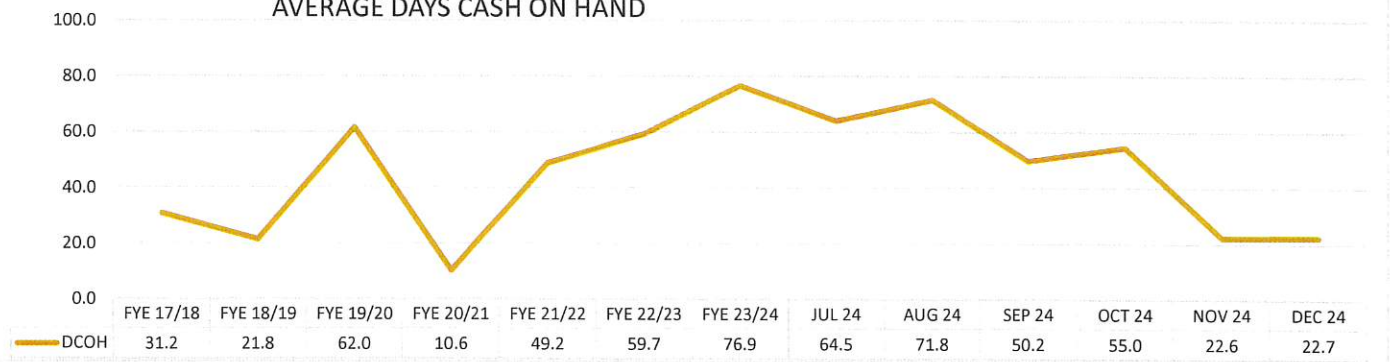
Cash (000's)	Represents all unrestricted cash in the bank at each month-end.
Days Cash on Hand	Calculated by dividing amount of Cash on Hand by the historical average daily amount of cash requirements to cover operating expenses.
Accounts Receivable - Net (000's)	Equals the sum of all (patient) accounts 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.
12 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

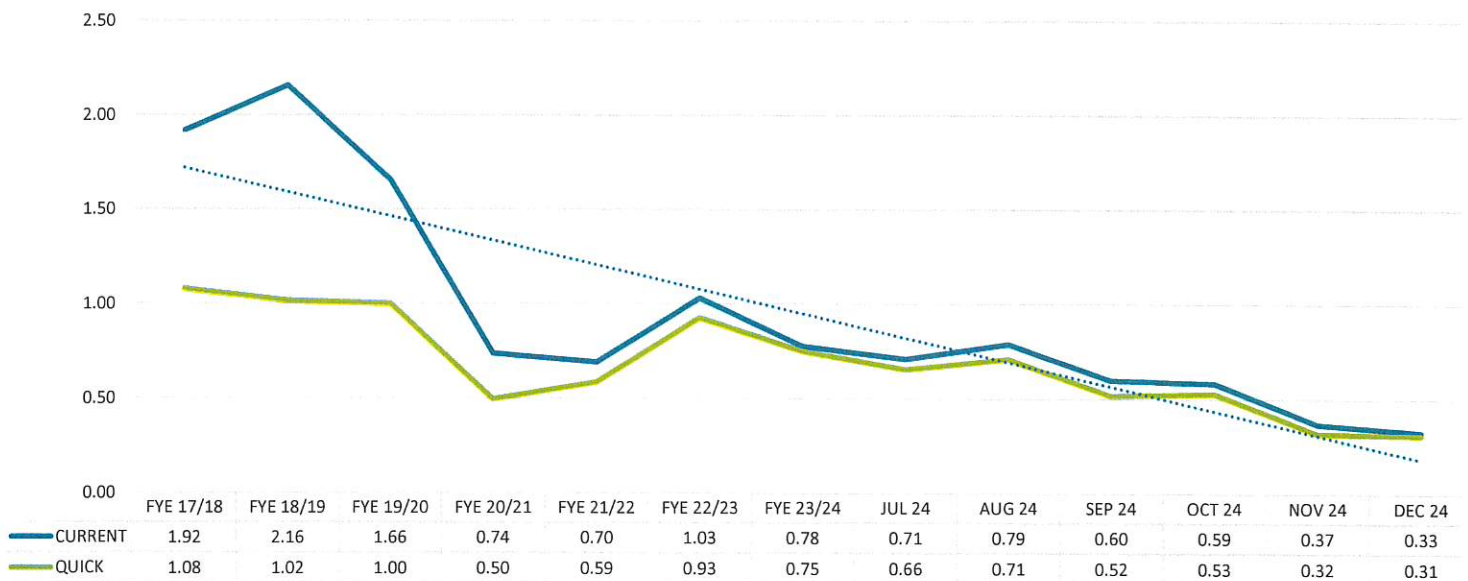
CASH & LINE OF CREDIT (000'S)



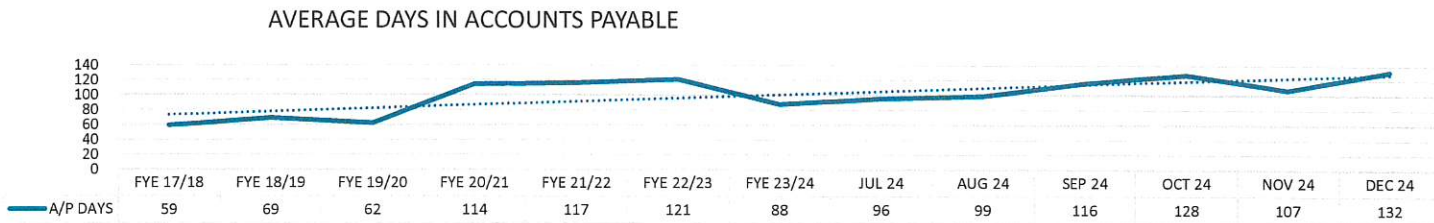
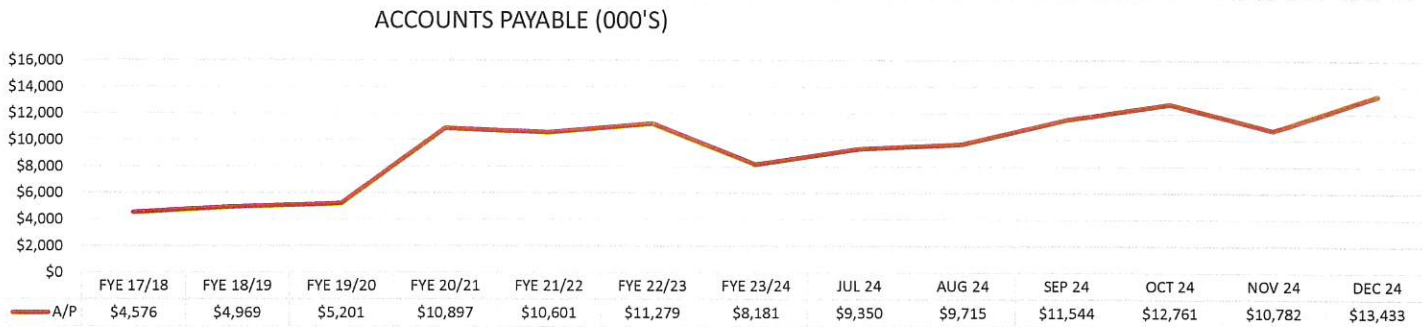
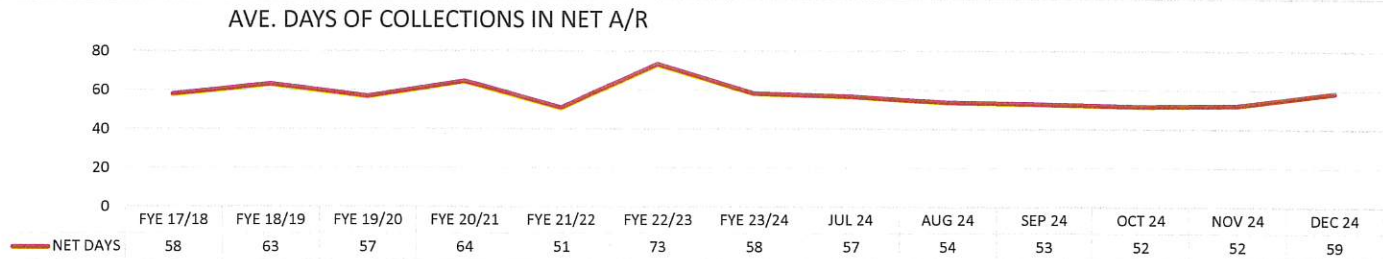
AVERAGE DAYS CASH ON HAND



CURRENT RATIO and QUICK RATIO



SAN GORGONIO MEMORIAL HOSPITAL



SAN GORGONIO MEMORIAL HOSPITAL

		FY24	FY 25	FY 25		FY 24	FY 25	FY 25		FY 24
		12/31/23	12/31/24	12/31/24		12/31/23	12/31/24	12/31/24		6/30/2024
		ACTUAL	ACTUAL	BUDGET		6 MOS. YTD ACTUAL	6 MOS. YTD ACTUAL	6 MOS. YTD BUDGET		YR END TOTAL
[1]	Total Acute Patient Days	874	980	759		4,210	3,955	4,129		8,195
[2]	Average Daily Census	28.2	31.6	24.5		22.9	21.5	22.4		22.4
[3]	Average Acute Length of Stay	4.3	4.2	3.7		3.9	3.7	3.6		3.9
[4]	Patient Discharges	202	232	207		1,083	1,082	1,133		2,107
[5]	Adjusted Patient Days	2,068	2,311	2,037		11,738	11,577	11,659		23,674
[6]	Observation Count	289	447	355		1,824	1,997	2,072		4,109
[7]	Total Emergency Room Visits	3,836	4,126	3,678		21,267	22,121	21,475		42,587
[8]	Average ED Visits Per Day	124	133	119		116	120	117		116
[9]	Total Surgeries (Excluding G.I.'s)	80	79	96		635	602	646		1,197
[10]	Deliveries/Births	12	12	10		61	53	65		112

15

	A	B	C	D	E	F	G	H	I	J	K
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL										1/17/2025
2	INCOME STATEMENT		DECEMBER 2024 BUDGET	DECEMBER 2024 ACTUAL	VARIANCE DECEMBER ACTUAL TO BUDGET	VARIANCE PER CENTAGE		DECEMBER 2024 YTD BUDGET	DECEMBER 2024 YTD ACTUAL	VARIANCE DECEMBER YTD ACTUAL TO BUDGET	VARIANCE PER CENTAGE
3	NET INCOME		(2,441,396)	(1,368,013)	1,073,383	44.0%		(10,866,455)	(14,022,038)	(3,155,583)	-29.0%
4	EBIDA		(2,450,823)	(933,604)	1,517,219	61.9%		(11,420,278)	(10,881,427)	538,851	4.7%
5											
6	NET OPERATING REVENUE		5,548,863	7,633,756	2,084,893	37.6%		35,557,284	38,226,275	2,668,991	7.5%
7	NET PATIENT REVENUE		4,132,283	5,838,774	1,706,491	41.3%		28,744,342	31,126,624	2,382,282	8.3%
8	OTHER OPERATING REVENUE		1,416,580	1,794,982	378,402	26.7%		6,812,942	7,099,651	286,709	4.2%
15											
16	TOTAL OPERATING EXPENSE		7,999,686	8,567,360	(567,674)	-7.1%		46,977,562	49,107,702	(2,130,140)	-4.5%
29											
30	NON-OPERATING REVENUE & EXPENSE										
31	TOTAL NON-OPERATING REVENUE & EXPENSE		877,222	496,256	(380,966)	-43.4%		5,790,002	3,188,877	(2,601,125)	-44.9%
37	TOTAL INTEREST & DEPRECIATION		867,795	930,665	(62,870)	-7.2%		5,236,179	6,329,488	(1,093,309)	-20.9%

16

	A	B	C	D	E
1	SAN GORGONIO MEM. HEALTH CARE DISTRICT & HOSPITAL				01/17/25
2	BALANCE SHEET	Jun 24 Act	Oct 24 Act	Nov 24 Act	Dec 24 Act
3					
4	TOTAL ASSETS	124,601,132	113,597,873	113,785,957	117,180,159
5	CURRENT ASSETS	30,111,600	24,877,690	16,615,877	16,363,267
17	ASSETS WITH LIMITED USE	17,839,022	12,223,135	21,049,990	23,999,621
18	NET PROPERTY, PLANT, AND EQUIPMENT	75,270,332	75,143,149	74,769,557	75,470,081
25	OTHER ASSETS	1,380,178	1,353,895	1,350,538	1,347,180
26					
27	TOTAL LIABILITIES & FUND BALANCE	124,601,132	113,597,873	113,785,957	117,180,159
28	TOTAL LIABILITIES	155,470,638	154,964,622	157,309,489	162,071,704
29	CURRENT LIABILITES	38,624,095	42,337,009	44,877,014	49,844,175
41	LONG TERM LIABILITIES	116,846,543	112,627,613	112,432,475	112,227,529
43	NET ASSETS	(30,869,506)	(41,366,749)	(43,523,532)	(44,891,545)

17

	A	B	C	D	E	F	G	H	I	J	K
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL										1/17/2025
2	INCOME STATEMENT		DECEMBER 2024 BUDGET	DECEMBER 2024 ACTUAL	VARIANCE DECEMBER ACTUAL TO BUDGET	VARIANCE PER CENTAGE		DECEMBER 2024 YTD BUDGET	DECEMBER 2024 YTD ACTUAL	VARIANCE DECEMBER YTD ACTUAL TO BUDGET	VARIANCE PER CENTAGE
3	NET INCOME		(2,441,396)	(1,368,013)	1,073,383	44.0%		(10,866,455)	(14,022,038)	(3,155,583)	-29.0%
4	EBIDA		(2,450,823)	(933,604)	1,517,219	61.9%		(11,420,278)	(10,881,427)	538,851	4.7%
5											
6	NET OPERATING REVENUE		5,548,863	7,633,756	2,084,893	37.6%		35,557,284	38,226,275	2,668,991	7.5%
7	NET PATIENT REVENUE		4,132,283	5,838,774	1,706,491	41.3%		28,744,342	31,126,624	2,382,282	8.3%
8	OTHER OPERATING REVENUE		1,416,580	1,794,982	378,402	26.7%		6,812,942	7,099,651	286,709	4.2%
9	OTHER REVENUE - RATE RANGE		0	0	0	0.0%		0	0	0	0.0%
10	OTHER REVENUE - OTHER SUPPLEMENTALS		428,074	428,074	0	0.0%		1,740,544	1,740,544	0	0.0%
11	OTHER REVENUE - DSH		8,065	2,698	(5,367)	-66.5%		48,390	32,682	(15,708)	-32.5%
12	OTHER REVENUE - P4P		309,773	471,201	161,428	0.0%		1,000,000	1,161,428	161,428	16.1%
13	OTHER REVENUE - OTHER		207,562	157,336	(50,226)	-24.2%		1,245,372	1,113,794	(131,578)	-10.6%
14	OPERATING TAX REVENUES		463,106	735,673	272,567	58.9%		2,778,636	3,051,203	272,567	9.8%
15											
16	TOTAL OPERATING EXPENSE		7,999,666	8,567,360	(567,674)	-7.1%		46,977,562	49,107,702	(2,130,140)	-4.5%
17	TOTAL LABOR EXPENSE		5,037,961	5,301,184	(263,223)	-5.2%		29,738,986	29,715,056	23,930	0.1%
18	WAGES		3,906,846	4,282,985	(376,139)	-9.6%		22,994,635	23,722,641	(728,006)	-3.2%
19	EMPLOYEE BENEFITS		1,005,889	842,793	163,096	16.2%		6,002,171	5,157,068	845,103	14.1%
20	CONTRACT LABOR		125,226	175,406	(50,180)	-40.1%		742,180	835,347	(93,167)	-12.6%
21	PHYSICIAN FEES		526,919	524,193	2,726	0.5%		3,161,514	3,021,428	140,086	4.4%
22	PURCHASED SERVICES		969,333	1,232,903	(263,570)	-27.2%		5,661,937	7,238,253	(1,576,316)	-27.8%
23	SUPPLY EXPENSE		841,011	1,067,720	(226,709)	-27.0%		5,169,314	5,592,042	(422,728)	-8.2%
24	UTILITIES		96,142	109,893	(13,751)	-14.3%		660,264	659,219	1,045	0.2%
25	REPAIRS AND MAINTENANCE		74,746	127,006	(52,260)	-69.9%		449,070	731,943	(282,873)	-63.0%
26	INSURANCE		143,966	144,611	(645)	-0.4%		863,797	860,856	2,941	0.3%
27	OTHER EXPENSES		214,054	120,715	93,339	43.6%		699,356	806,452	(107,096)	-15.3%
28	LEASE AND RENTALS		95,554	(60,865)	156,419	163.7%		573,324	482,453	90,871	15.8%
29											
30	NON-OPERATING REVENUE & EXPENSE										
31	TOTAL NON-OPERATING REVENUE & EXPENSE		877,222	496,256	(380,966)	-43.4%		5,790,002	3,188,877	(2,601,125)	-44.9%
32	OTHER NON-OPERATING REVENUE INCL DONATIONS		148,915	96,256	(52,659)	-35.4%		1,420,160	450,773	(969,387)	-68.3%
33	NON-OPERATING DONATIONS/GAIN ON SALE		134,266	54,990	(79,276)	-59.0%		1,332,266	129,880	(1,202,386)	0.0%
34	NON-OPERATING TAX REVENUE		728,307	400,000	(328,307)	-45.1%		4,369,842	2,400,000	(1,969,842)	-45.1%
35	EXTRAORDINARY REVENUE		0	0	0	0.0%		0	338,104	338,104	0.0%
36											
37	TOTAL INTEREST & DEPRECIATION		867,795	930,665	(62,870)	-7.2%		5,236,179	6,329,488	(1,093,309)	-20.9%
38	DEPRECIATION		418,455	424,587	(6,132)	-1.5%		2,540,139	2,542,606	(2,467)	-0.1%
39	INTEREST & AMORTIZATION		449,340	506,078	(56,738)	-12.6%		2,696,040	3,786,882	(1,090,842)	-40.5%
40											
41	Note: If the unaccrued Supplemental funds, projected DSH and P4P funds, along with provision for lease principal payments were booked, the YTD Net Loss through December would be										
42	reduced from (\$14,022,038) to (\$6,493,832) and the EBIDA loss would be reduced from (\$10,881,427) to (\$3,353,221).										

18

	A	B	C	D	E
1	SAN GORGONIO MEM. HEALTH CARE DISTRICT & HOSPITAL				01/17/25
2	BALANCE SHEET	Jun 24 Act	Oct 24 Act	Nov 24 Act	Dec 24 Act
3					
4	TOTAL ASSETS	124,601,132	113,597,873	113,785,957	117,180,159
5	CURRENT ASSETS	30,111,600	24,877,690	16,615,877	16,363,267
6	CASH & EQUIVALENTS	19,438,107	14,013,996	5,789,347	5,842,260
7	NET PATIENT ACCOUNTS RECEIVABLE	9,681,423	8,538,468	8,584,122	9,715,279
8	HOSPITAL ACCOUNTS RECEIVABLE	89,675,653	78,682,964	79,193,179	92,888,605
9	LESS: ALLOWANCE FOR BAD DEBTS	(79,994,230)	(70,144,496)	(70,609,057)	(83,173,326)
10	OTHER CURRENT ASSETS	992,070	2,325,226	2,242,408	805,728
11	TAXES RECEIVABLE	2,078,826	3,383,456	3,650,088	1,937,046
12	MISC RECEIVABLE	(2,631,352)	(2,940,385)	(2,883,383)	(2,643,183)
13	DUE FROM 3RD PARTIES	(1,204,471)	(1,039,995)	(1,498,876)	(1,457,757)
14	INVENTORIES	2,075,663	2,239,470	2,381,220	2,465,585
15	PREPAID EXPENSES	673,404	682,680	593,359	504,037
16					
17	ASSETS WITH LIMITED USE	17,839,022	12,223,135	21,049,990	23,999,621
18	NET PROPERTY, PLANT, AND EQUIPMENT	75,270,332	75,143,149	74,769,557	75,470,081
19	PROPERTY, PLANT, AND EQUIPMENT	173,509,280	175,077,193	175,126,525	176,251,636
20	LAND & LAND IMPROVEMENTS	4,828,182	4,861,325	4,861,325	4,861,325
21	BUILDINGS & BUILDING IMPROVEMENTS	132,533,755	132,652,072	132,652,072	132,652,072
22	FIXED EQUIPMENT	31,756,880	31,714,556	31,644,589	31,643,790
23	CONSTRUCTION IN PROGRESS	4,390,463	5,849,240	5,968,539	7,094,449
24	LESS: ACCUMULATED DEPRECIATION	(98,238,948)	(99,934,044)	(100,356,968)	(100,781,555)
25	OTHER ASSETS	1,380,178	1,353,895	1,350,538	1,347,180
26					
27	TOTAL LIABILITIES & FUND BALANCE	124,601,132	113,597,873	113,785,957	117,180,159
28	TOTAL LIABILITIES	155,470,638	154,964,622	157,309,489	162,071,704
29	CURRENT LIABILITIES	38,624,095	42,337,009	44,877,014	49,844,175
30	ACCOUNTS PAYABLE	9,381,110	12,760,750	10,782,183	13,433,326
31	PAYROLL PAYABLES	4,653,853	5,578,197	4,510,887	5,133,447
32	SALARIES & WAGES PAYABLE	909,057	1,839,145	894,896	1,408,642
33	PAYROLL TAXES & DEDUCTIONS PAYABLE	847,813	855,327	731,017	865,660
34	ACCRUED PTO & SICK DAYS PAYABLE	2,896,983	2,883,725	2,884,974	2,859,145
35	LINE OF CREDIT	12,065,351	12,266,742	12,316,604	12,093,000
36	OTHER CURRENT LIABILITIES	12,523,781	11,731,320	17,267,340	19,184,402
37	ACCRUED INTEREST PAYABLE	1,969,785	1,095,440	1,503,168	1,910,898
38	OTHER CURRENT LIABILITIES	4,166,440	3,858,897	8,805,707	12,781,029
39	DEBT - CURRENT	6,387,556	6,776,983	6,958,465	4,492,475
40					
41	LONG TERM LIABILITIES	116,846,543	112,627,613	112,432,475	112,227,529
42					
43	NET ASSETS				
44	NET ASSETS - UNRESTRICTED	(30,869,506)	(41,366,749)	(43,523,532)	(44,891,545)
45	NET ASSETS - BEGINNING OF PERIOD	(35,868,908)	(30,869,507)	(30,869,507)	(30,869,507)
46	CURRENT YEAR NET GAIN/(LOSS)	4,999,402	(10,497,242)	(12,654,025)	(14,022,038)
47					
48	Note: If the unaccrued Supplemental funds, projected DSH and P4P funds, along with provision for lease principal payments				
49	were booked, the YTD Net Loss through December would be reduced from (\$14,022,038) to (\$6,493,832) and the				
50	EBIDA loss would be reduced from (\$10,881,427) to (\$3,353,221).				

19

	B	C	D	E	F	G	H		
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL								
2						(UNAUDITED)	(UNAUDITED)		
3						Current Month	Y-T-D		
4						12/31/2024	12/31/2024		
5	BEGINNING CASH BALANCES								
6		Cash: Beginning Balances- Hospital				\$	5,007,941	\$ 18,067,421	
7		Cash: Beginning Balances- District					781,406	1,370,686	
8		Cash: Beginning Balances Totals				\$	5,789,347	\$ 19,438,107	
9									
10	Receipts								
11		Patient Collections				\$	4,818,376	\$ 31,487,758	
12		Tax Subsidies/Measure D/Prop 13					735,673	\$ 3,051,203	
13		Misc Tax Subsidies					-	\$ -	
14		Donations/Grants/Loans					79,990	\$ 229,880	
15		Supplemental Funding (Rate Range, Etc.)					776,973	\$ 2,809,654	
16		Draws/(Paydown) of LOC Balances					-	\$ -	
17		Other Revenues/Receipts/Transfers					4,132,336	\$ 10,013,794	
18	TOTAL RECEIPTS						\$	10,543,348	\$ 47,592,289
19									
20	Disbursements								
21		Wages, Benefits, & Contract Labor				\$	5,301,184	\$ 29,715,056	
22		Other Operating Costs					3,266,176	\$ 19,073,045	
23		Capital Spending					1,125,111	\$ 3,296,216	
24		Debt Service Payments (Excl.G/O Bonds)					80,825	\$ 484,950	
25		Other - Changes in Accounts Payable, IGT's, Etc.					717,139	\$ 8,618,869	
26	TOTAL DISBURSEMENTS						\$	10,490,435	\$ 61,188,136
27									
28	TOTAL CHANGE in CASH						\$	52,913	\$ (13,595,847)
29									
30	ENDING CASH BALANCES								
31		Ending Balances- Hospital				\$	5,639,155	\$ 5,639,155	
32		Ending Balances- District					203,105	203,105	
33		Ending Balances- Totals				\$	5,842,260	\$ 5,842,260	
34									
35									
36									
37	LOC Current Balances					\$	12,000,000	\$ 12,000,000	
38	LOC Interest Expense Incurred						85,000	\$ 509,500	
39	1/17/2025								
40									

20