



AGENDA

REGULAR MEETING OF THE BOARD OF DIRECTORS

Tuesday, September 3, 2024 – 4:00 PM

Modular C Classroom

600 N. Highland Springs Avenue, Banning, CA 92220

**In compliance with the Americans with Disabilities Act**, if you need special assistance to participate in this meeting, please contact the Administration Office at (951) 769-2160. **Notification 48 hours prior to the meeting** will enable the 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, Chair

II. Public Comment

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

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

**OLD BUSINESS**

III. **\*Proposed Action - Approve Minutes**  
• August 6, 2024, Regular Meeting

S. DiBiasi

A

**NEW BUSINESS**

IV. Hospital Board Chair Monthly Report

S. DiBiasi

verbal

V. CEO Monthly Report

S. Barron

verbal

San Gorgonio Memorial Hospital  
Board of Directors Regular Meeting  
September 3, 2024

- VI. September, October, & November Board/Committee Meeting Calendars S. DiBiasi B
- VII. Quarterly Patient Care Services Report A. Brady C
- VIII. Committee Reports:
- Finance Committee S. DiBiasi/ D  
○ August 27, 2024, regular meeting minutes D. Heckathorne  
\* **Proposed Action – Approve July 2024 Financial Statement (Unaudited)**  
▪ **ROLL CALL**
- IX. \* **Proposed Action – Recommend Approval to the Healthcare District Board of Policies and Procedures** Staff E  
▪ **ROLL CALL**
- X. Chief of Staff Report – Recommendations of the Medical Executive Committee – Informational R. Sahagian, MD F  
Chief of Staff
- XI. Community Benefit events/Announcements/  
and newspaper articles S. DiBiasi G

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

- Proposed Action - Recommend approval to Healthcare District Board - Medical Staff Credentialing  
(*Health & Safety Code §32155; and Evidence Code §1157*)
- Receive Quarterly Infection Prevention and Control Report  
(*Health & Safety Code §32155*)
- Report Involving Trade Secret:  
Discussion will concern proposed new program and/or service.  
Estimated date of public disclosure: November 2024  
(*Health & Safety Code §32106(c)*)
- Telephone conference with legal counsel – Pending litigation  
(Government Code § 54956.9(d)(1))  
*Medical Staff of San Gorgonio Memorial Hospital vs. San Gorgonio Memorial Hospital (Case No. CVRI2404066)*

XII. **ADJOURN TO CLOSED SESSION**

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

**RECONVENE TO OPEN SESSION**

**\*\*\* REPORT ON ACTIONS TAKEN DURING CLOSED SESSION** S. DiBiasi

San Gorgonio Memorial Hospital  
Board of Directors Regular Meeting  
September 3, 2024

XIII. Future Agenda Items

XIV. **ADJOURN**

S. DiBiasi

**\*Action Required**

In accordance with The Brown Act, *Section 54957.5*, all public records relating to an agenda item on this agenda are available for public inspection at the time the document is distributed to all, or a majority of all, members of the Board. Such records shall be available at the 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.

I certify that on August 30, 2024, I posted a copy of the foregoing agenda near the regular meeting place of the Board of Directors of San Gorgonio Memorial Hospital, and on the San Gorgonio Memorial Hospital website, said time being at least 72 hours in advance of the regular meeting of the Board of Directors  
(*Government Code Section 54954.2*).

Executed at Banning, California, on August 30, 2024



Ariel Whitley, Executive Assistant

**TAB A**

REGULAR MEETING OF THE  
SAN GORGONIO MEMORIAL HOSPITAL  
BOARD OF DIRECTORS

August 6, 2024

The regular meeting of the San Gorgonio Memorial Hospital Board of Directors was held on Tuesday, August 6, 2024, in Modular C meeting room, 600 N. Highland Springs Avenue, Banning, California.

Members Present: Susan DiBiasi (Chair), Shannon McDougall, Darrell Petersen, Ron Rader, Steve Rutledge, Randal Stevens, Lanny Swerdlow, Dennis Tankersley

Members Absent: Perry Goldstein

Required Staff: Steve Barron (CEO), Raffi Sahagian, MD (Chief of Staff), Daniel Heckathorne (CFO), Angie Brady (CNE), John Peleuses (VP Ancillary and Support Services), Ariel Whitley (EA/Director of Comp. and Privacy), Annah Karam (CHRO)

AGENDA ITEM		ACTION / FOLLOW-UP				
<b>Call To Order</b>	Chair, Susan DiBiasi, called the meeting to order at 4:01 pm.					
<b>Public Comment</b>	No public comment.					
<b>OLD BUSINESS</b>						
<b>Proposed Action - Approve Minutes July 2, 2024, regular meeting.</b>	Chair, Susan DiBiasi, asked for any changes or corrections to the minutes of the July 2, 2024, regular meeting.  There we none.	<b>The minutes of the July 2, 2024, regular meeting will stand correct as presented.</b>				
<b>NEW BUSINESS</b>						
<b>Hospital Board Chair Monthly Report</b>	No formal report.					
<b>CEO Monthly Report</b>	Steve Barron reported that the radiology group has given a six-month notice. We will be working on replacing the current radiology group.					
<b>August, September, &amp; October Board/Committee meeting calendars</b>	Calendars for August, September, and October were included on the board tablets.					
<b>Proposed Action – Approve Second Amendment to the Management Services Agreement</b>	Minor changes to include “clinic” verbiage was presented for approval.  <b>BOARD MEMBER ROLL CALL:</b> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 25%;">DiBiasi</td> <td style="width: 25%;">Yes</td> <td style="width: 25%;">Goldstein</td> <td style="width: 25%;">Absent</td> </tr> </table>	DiBiasi	Yes	Goldstein	Absent	<b>M.S.C., (Stevens/Rader) the SGMH Board of Directors voted to approve the Second</b>
DiBiasi	Yes	Goldstein	Absent			

AGENDA ITEM					ACTION / FOLLOW-UP																				
	McDougall	Yes	Petersen	Yes	Amendment to the Management Services Agreement as presented.																				
	Rader	Yes	Rutledge	Yes																					
	Stevens	Yes	Swerdlow	Yes																					
	Tankersley	Yes	Motion carried.																						
<b>COMMITTEE REPORTS:</b>																									
<b>Human Resources Committee</b>	The minutes and reports from the July 17, 2024, Human Resources Committee meeting was included on the board tablets.																								
<b>Finance Committee</b>  <b>Proposed Action – Approve June 2024 Financial Statement (Unaudited).</b>	Dan Heckathorne, CFO, reviewed the Executive Summary of the June 2024 Financial report which was included on the board tablet. A copy of the Finance Committee’s July 30, 2024, meeting minutes were also included on the board tablet.  <b>BOARD MEMBER ROLL CALL:</b>  <table border="1" data-bbox="383 842 1252 1020"> <tr> <td>DiBiasi</td> <td>Yes</td> <td>Goldstein</td> <td>Absent</td> </tr> <tr> <td>McDougall</td> <td>Yes</td> <td>Petersen</td> <td>Yes</td> </tr> <tr> <td>Rader</td> <td>Yes</td> <td>Rutledge</td> <td>Yes</td> </tr> <tr> <td>Stevens</td> <td>Yes</td> <td>Swerdlow</td> <td>Yes</td> </tr> <tr> <td>Tankersley</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>				DiBiasi	Yes	Goldstein	Absent	McDougall	Yes	Petersen	Yes	Rader	Yes	Rutledge	Yes	Stevens	Yes	Swerdlow	Yes	Tankersley	Yes	Motion carried.		<b>M.S.C., (Rader/Rutledge), the SGMH Board of Directors approved the June 2024 Financial Statement as presented.</b>
DiBiasi	Yes	Goldstein	Absent																						
McDougall	Yes	Petersen	Yes																						
Rader	Yes	Rutledge	Yes																						
Stevens	Yes	Swerdlow	Yes																						
Tankersley	Yes	Motion carried.																							
<b>Proposed Action – Recommend Approval to the Healthcare District Board of Policies and Procedures</b>	There were one hundred seventeen (117) policies and procedures presented for recommended approval to the Healthcare District Board.  <b>BOARD MEMBER ROLL CALL:</b>  <table border="1" data-bbox="383 1220 1252 1398"> <tr> <td>DiBiasi</td> <td>Yes</td> <td>Goldstein</td> <td>Absent</td> </tr> <tr> <td>McDougall</td> <td>Yes</td> <td>Petersen</td> <td>Yes</td> </tr> <tr> <td>Rader</td> <td>Yes</td> <td>Rutledge</td> <td>Yes</td> </tr> <tr> <td>Stevens</td> <td>Yes</td> <td>Swerdlow</td> <td>Yes</td> </tr> <tr> <td>Tankersley</td> <td>Yes</td> <td colspan="2">Motion carried.</td> </tr> </table>				DiBiasi	Yes	Goldstein	Absent	McDougall	Yes	Petersen	Yes	Rader	Yes	Rutledge	Yes	Stevens	Yes	Swerdlow	Yes	Tankersley	Yes	Motion carried.		<b>M.S.C., (Swerdlow/Petersen), the SGMH Board of Directors voted to recommend approval to the Healthcare District board of the policies and procedures as submitted.</b>
DiBiasi	Yes	Goldstein	Absent																						
McDougall	Yes	Petersen	Yes																						
Rader	Yes	Rutledge	Yes																						
Stevens	Yes	Swerdlow	Yes																						
Tankersley	Yes	Motion carried.																							
<b>Chief of Staff Report</b>  <b>Recommendations of the Medical Executive Committee – Informational</b>	A discussion was held regarding the recommendations of the Medical Executive Committee. The report was provided as informational.																								
<b>Community Benefit events/Announcements and newspaper articles</b>	Ron Rader announced that the Beaumont Chamber of Commerce will be hosting their monthly “Good Morning Beaumont Breakfast” on August 9 <sup>th</sup> . The speaker is John Aki, Chief Assistant District Attorney of Riverside.																								
<b>Adjourn to Closed Session</b>	Chair, DiBiasi reported the items to be reviewed and discussed and/or acted upon during Closed Session will be:																								

AGENDA ITEM		ACTION / FOLLOW-UP
	<ul style="list-style-type: none"> <li>➤ Recommend approval to the Healthcare District Board – Medical Staff Credentialing</li> <li>➤ Receive Quarterly Performance Improvement Committee Report</li> <li>➤ Receive Quarterly Security/Safety &amp; Emergency Preparedness Report</li> <li>➤ Report Involving Trade Secret: Discussion will concern proposed new program and/or service. Estimated date of public disclosure: November 2024</li> </ul> <p>The meeting adjourned to Closed Session at 4:33 pm.</p>	
<b>Reconvene to Open Session</b>	<p>The meeting adjourned from closed session at 6:08 pm.</p> <p>Chair DiBiasi reported on the actions taken/information received during the Closed Session as follows:</p> <ul style="list-style-type: none"> <li>➤ Recommended approval to the Healthcare District Board – Medical Staff Credentialing</li> <li>➤ Received Quarterly Performance Improvement Committee Report</li> <li>➤ Received Quarterly Security/Safety &amp; Emergency Preparedness Report</li> <li>➤ Received Report Involving Trade Secret: Discussion concerning proposed new program and/or service. Estimated date of public disclosure: November 2024</li> </ul>	
<b>Future Agenda Items</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	
<b>Adjourn</b>	<p>The meeting was adjourned at 6:07 pm.</p>	

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

Respectfully submitted by Ariel Whitley, Executive Assistant

**TAB B**





# September 2024

## Board of Directors Calendar

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2 Administration Closed for Labor Day	3 4:00 pm Hospital Board Meeting  6:00 pm Healthcare District Board Meeting	4	5	6	7
8	9	10 SGMH at City of Beaumont Parks and Rec's Senior Seminar @ 9 am	11	12	13 Beaumont Chamber Breakfast @7:30 AM	14
15	16	17	18 Banning Chamber Breakfast @7AM  9:00 am HR Committee Meeting	19	20	21
22	23	24 9:00 am Finance Committee	25	26	27	28
29	30					

Items in **bold** = Board/Committee meetings

Items with \* = Associate functions that Board members are invited to attend



# October 2024

## Board of Directors Calendar

Sun	Mon	Tue	Wed	Thu	Fri	Sat
		<b>1</b> <b>4:00 pm Hospital Board Meeting</b> <b>6:00 pm Healthcare District Board Meeting</b>	2	3	4	5
6	7	8	9	10	11	12
13	14	15	<b>16</b> <b>10:00 am Community Planning Meeting</b>	17	18	19
20	21	22	23	24	25	26
27	28	<b>29</b> <b>9:00 am Finance Committee</b>	30	31		

Items in **bold** = Board/Committee meetings

Items with \* = Associate functions that Board members are invited to attend



# November 2024

## Board of Directors Calendar

Sun	Mon	Tue	Wed	Thu	Fri	Sat
					1	2
3 Daylight Savings Time ends.	4	5 <b>4:00 pm Hospital Board Meeting</b> <b>6:00 pm Healthcare District Board Meeting</b>	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20 <b>5:00 Measure H Mtg</b> <b>5:15 Measure A Mtg</b>	21	22	23
24	25	26 <b>9:00 am Finance Committee</b>	27	28 <i>Thanksgiving Day!</i> <i>Administration Closed</i>	29 <i>Administration Closed</i>	30

Items in **bold** = Board/Committee meetings

Items with \* = Associate functions that Board members are invited to attend

**TAB C**



### Quarterly Patient Care Services Report

The bimonthly patient services report aims to provide a comprehensive overview of the nursing services rendered to patients at SGMH during the months of June, July & August 2024.

#### 1. Key Metrics:

- Total number of patients served in ED up until August 23, 2024: 9,665
- Ambulance Traffic: 1803 (18.7%)
- Admitted: 765 (7.9%)

#### 2. Patient Satisfaction:

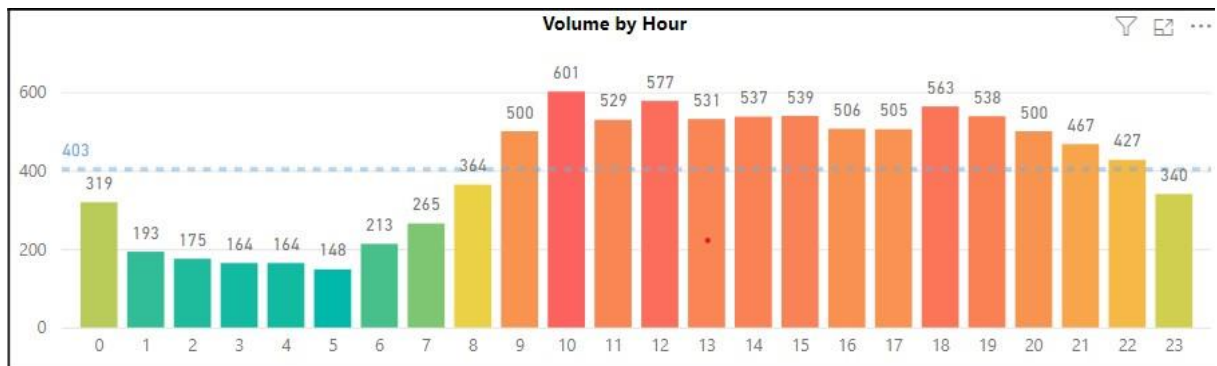
- Implemented a “rest package” to include eye masks, ear plugs, lavender patches, etc.
- Executives rounding on patients in units on Fridays.
- Ann Lee address patient complaints immediately and provides service recovery.

#### 3. Clinical Outcomes:

- Mortality rate: 1.7 % -----Benchmark 5% (Most DNR patients)
- Adverse events: 0, RCA-1, Beta Cases- 1
- 2 CDPH investigations, pending (most likely unfounded)

#### 4. Operational Efficiency:

- Acuity & Volume per hour in ED



- Ambulance APOD time 77.8% compliance
- Resource utilization:
  - Staffing levels: Due to high ED and inpatient volume in June & July we have had to use registry for Med/Surg and ED. We have 2 OB Travelers and 1 ED Traveler.
  - Equipment usage: Pending waiver for inpatient MRI due to construction.

#### **5. Financial Performance:**

- ED census has continued to be high. Inpatient census dropped to the mid 20's in August.

#### **6. Quality and Compliance:**

- Quality improvement initiatives:
  - P4P and QIP efforts ongoing
  - Validation for 3 Beta Heart Domains

#### **7. Challenges and Opportunities:**

- Lower census last part of August, nurses from OR, ICU/DOU, Med/Surg being flexed
- Uptick in employee COVID cases
- IR cases causing unnecessary transfers

#### **8. Growth Development/Regulatory:**

- A secondary survey will be completed by REMSA (Riverside County EMS agency) for the stroke program.
- Contract for One Legacy Center of Excellence is complete.
- Signed contract with 3 Adex international nurses for Med/Surg.
- Starting a new grad orientation program due to 14 new grads on Med/Surg and ED.
- Office Manager for the clinic is hired.
- New Hospitalist Lead- Dr. Patel

#### **9. Conclusion:**

Overall, nursing services have maintained a high standard of quality and patient satisfaction during the reporting period. Efforts will continue to address challenges and capitalize on opportunities for improvement.

**TAB D**

REGULAR MEETING OF THE  
SAN GORGONIO MEMORIAL HOSPITAL  
BOARD OF DIRECTORS

FINANCE COMMITTEE  
August 27, 2024

The regular meeting of the San Gorgonio Memorial Hospital Board of Directors Finance Committee was held on Tuesday, August 27, 2024, in the Administration Boardroom, 600 N. Highland Springs Avenue, Banning, California.

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

Members Absent: Darrell Petersen

Required Staff: Steve Barron (CEO), Daniel Heckathorne (CFO), John Peleuses (VP, Ancillary & Support Services), Lani Webb (Administrative Assistant), Angela Brady (CNE), Annah Karam (CHRO)

AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP								
<b>Call To Order</b>	Susan DiBiasi called the meeting to order at 9:03 am.									
<b>Public Comment</b>	No public present.									
<b>OLD BUSINESS</b>										
<b>Proposed Action - Approve Minutes July 30, 2024, regular meeting</b>	Susan DiBiasi asked for any changes or corrections to the minutes of the July 30, 2024, regular meeting. There were none.	<b>The minutes of the July 30, 2024, regular meeting will stand correct as presented.</b>								
<b>NEW BUSINESS</b>										
<b>Proposed Action – Recommend Approval to Hospital Board of Directors - Monthly Financial Report (Unaudited) – July 2024</b>	<p>Daniel Heckathorne, CFO, reviewed the Unaudited July 2024 finance report as informational.</p> <p>The month of July resulted in negative \$1.27M EBIDA compared to budgeted negative EBIDA of \$2.09M. Overall Surplus was a negative \$1.85M compared to the budgeted negative Surplus of \$2.29M.</p> <p><b>ROLL CALL:</b></p> <table border="1" style="margin-left: 20px; border-collapse: collapse;"> <tr> <td style="padding: 2px;">DiBiasi</td> <td style="padding: 2px;">Yes</td> <td style="padding: 2px;">Petersen</td> <td style="padding: 2px;">Absent</td> </tr> <tr> <td style="padding: 2px;">Rader</td> <td style="padding: 2px;">Yes</td> <td style="padding: 2px;">Rutledge</td> <td style="padding: 2px;">Yes</td> </tr> </table> <p>Motion carried.</p>	DiBiasi	Yes	Petersen	Absent	Rader	Yes	Rutledge	Yes	<b>M.S.C. (Rader/Rutledge), the SGMH Finance Committee voted to recommend approval of the Unaudited July 2024 Financial report to the Hospital Board of Directors.</b>
DiBiasi	Yes	Petersen	Absent							
Rader	Yes	Rutledge	Yes							
<b>Future Agenda Items</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>									



AGENDA ITEM	DISCUSSION	ACTION / FOLLOW-UP
<b>Next Meeting</b>	The next regular Finance Committee meeting will be held on September 24, 2024 @ 9:00 am.	
<b>Adjournment</b>	The meeting was adjourned at 9:45 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



**SAN GORGONIO MEMORIAL HOSPITAL  
BANNING, CALIFORNIA**

**Unaudited Financial Statements**

**for**

**ONE MONTH ENDING JULY 31, 2024**

**FY 2025**

**Certification Statement:**

To the best of my knowledge, I certify for the hospital that the attached financial statements, except for the impact of incomplete and unbooked June 30, 2024 year end audit entries, 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**

**8/23/2024**

CFO

**San Gorgonio Memorial Hospital**

**Financial Report - Executive Summary - 08/23/24**

**For the Month of July 31, 2024 and YTD One Month Ended July 31, 2024**

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

**Month** - The month of July resulted in negative \$1.27M Earnings before Interest, Depreciation and Amortization (EBIDA) compared to budgeted Negative EBIDA of \$2.09M. Overall Surplus was negative \$1.85M compared to the budgeted negative Surplus of \$2.29M.

**YTD** – Same as Above (SAA)

Note: If the unaccrued Supplemental funds, projected DSH and P4P funds, along with provision for lease principal payments were booked, the YTD EBIDA would be a positive \$411K compared to the actual negative booked \$1.27M.

**Monthly Adjustments and Items of Note:**

- Patient Days, Emergency Visits and Adjusted Patient Days exceeded budget.
- Net Revenues exceeded budget due to higher patient volumes and historical collections increases.
- Balance Sheet balances items are subject to continuing final reconciliations being prepared for the annual financial audit.

**Monthly Workloads** – The July inpatient average daily census was 24.1 compared to the budgeted 21.0. Adjusted Patient Days were 6.2% over budget (1,998 vs. 1,881), while Patient Days were 14.6% over (747 vs. 652) budget. Emergency Visits were 1.0% over budget (3,530 vs. 3,494), and Surgeries were 5.5% under budget (103 vs. 109), but 5.1% over the 98 cases the previous July..

**YTD Workloads** - SAA

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

**Month** - Net Patient Revenues in July were \$5.93M, or \$1.04M over budget reflecting Adjusted Patient Day's positive variance of 6.2% and improved collections. Other items of note included the fact that gross Inpatient Revenues were \$1.74M over budget, and gross Outpatient Revenues were \$443K over budget. As discussed in the past, Inpatient Revenues pay about 16% of charges, compared to Outpatient Revenues which pay under 9% of charges.

**YTD** – SAA

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

**Month** – Operating Revenue in July was \$980K over budget. This is impacted by the Net Patient Revenues being \$1.04M over budget and the Non-Patient Revenues being \$60K under budget.

**YTD** - SAA.

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

**Month** - Operating Expenses in July were \$7.82M which was over budget by \$155K. Key items that impacted Expenses were: 1) Salaries, Wages, Benefits, and Contract Labor were

collectively \$102K below budget. The Wages were \$107K (2.1%) over budget while the Benefits and Contract Labor were under budget by \$189K and 20K collectively. This is respectable considering that the Adjusted Patient Days were 6.2% over budget; 2) Purchased Services were over budget due to a) accounting project fees (\$65k) and b) BETA broker fees (\$25K); 3) Repairs were over budget by \$63K, which included Plant Operation ongoing maintenance project costs of \$49K; and 4) Insurance Expense was over budget which included the annual cyber insurance premium payment of \$61K. Other Items: Non-Operating Revenues - Measure A Tax income projected revenues are reduced to \$400K per month based on the newly approved tax rate that was established at the August Board meeting.

#### **Year-to Date – SAA**

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

Patient cash collections in July were \$6.23M compared to \$4.80M in June and \$5.34M in May. Gross Accounts Receivable Days in July stood at 59.9 compared to 62.3 in June and 60.6 in May.

Operating Cash was \$12.9M in July compared to \$16.1M in June and \$8.6M in May. Accounts Payable basically remained the same in July (\$6.72M) compared to \$6.73M in June and \$12.9M in May.

Payroll Payables increased only slightly by \$16K compared to June. Accrued PTO and Sick Pay dropped by \$595K from the previous month due to a) the summer staff flex down program, and b) the semi-annual payment of the PTO cash out program. Prepaid Expense increased in July by \$531K, which is expected due to prepayment of various annual fees during the first month of the year. The \$12M Line of Credit balance remained at \$12M, the same as it was as of June 27, 2024.

#### **Summary**

##### **Positive takeaways:**

- 1) Key workload volumes, i.e., Patient Days, E/R visits and Adjusted Patient Days exceeded budget.
- 2) Net Patient Revenues were strong for July.
- 3) Accounts Payable balances were able to be maintained in July.

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

- 1) Although the upcoming Supplemental Fundings would have produced a positive EBIDA for the month, much attention must be paid to cash management between now and the actual receipt of the fundings.

	A	B	C	D	E	F	G	H	I
1	<b>SGMH JULY 2024 SIGNIFICANT ITEMS IMPACTING EBIDA</b>								8/23/2024
2									
3	<b>EXPENSE</b>					<b>INCOME</b>			<b>GAIN/(LOSS)</b>
4									
5	<b>SALARIES / BENEFITS/ CONTRACT LABOR</b>				<b>REVENUES</b>				
6									
7	COMBINED LABOR AND BENEFITS UNDER BUDGET		(102,523)		NET PATIENT REVENUES OVER BUDGET		1,039,467		
8									
9	<b>OTHER EXPENSE</b>								
10									
11	PLANT OPERATIONS REPAIRS (ONGOING, SEASONAL)		49,120						
12									
13	ACCOUNTING PROJECT		64,992						
14									
15	BETA BROKER FEES (\$25K), HIM ANNUAL SUBSCRIPTION FEES (\$47K)		72,000						
16									
17	ANNUAL CYBER INSURANCE POLICY		61,000						
18									
19									
20	<b>EXTRAORDINARY NEGATIVE EXPENSES</b>		<b>144,589</b>		<b>EXTRAORDINARY POSITIVE (NEGATIVE) REVENUES</b>		<b>1,039,467</b>		<b>894,878</b>
21									
22	<b>Note: These variances are not intended to account for all variances, but are meant to highlight key or unusual variations.</b>								
23									

**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

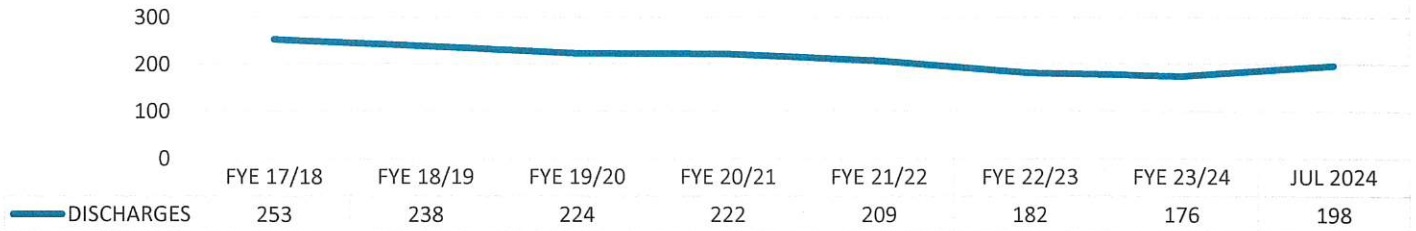
Divides the Total Paid FTE's by the daily average of the Adjusted Patient Days.

ADJUSTED PATIENT DAYS

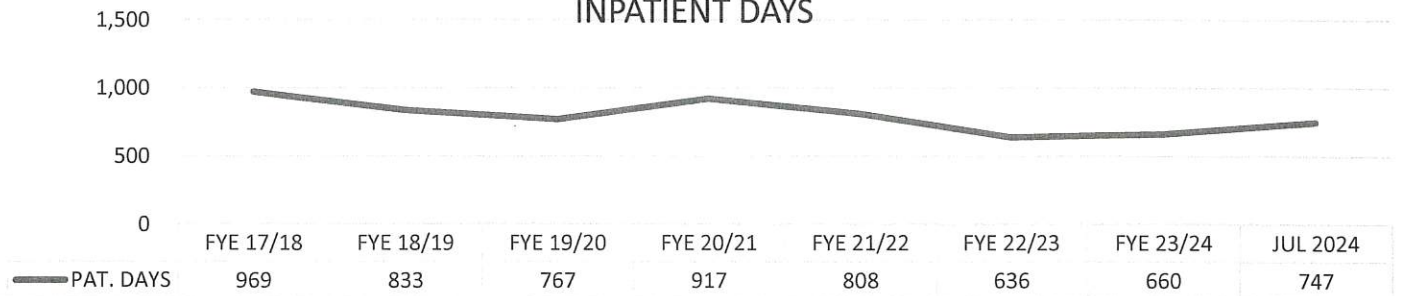
This is a blend of total patient days stayed in the hospital for a month, plus an equivalency factor (based on average inpatient revenue per patient day) applied to the outpatient revenues in order to account for outpatient workloads.

# SAN GORGONIO MEMORIAL HOSPITAL

## INPATIENT DISCHARGES



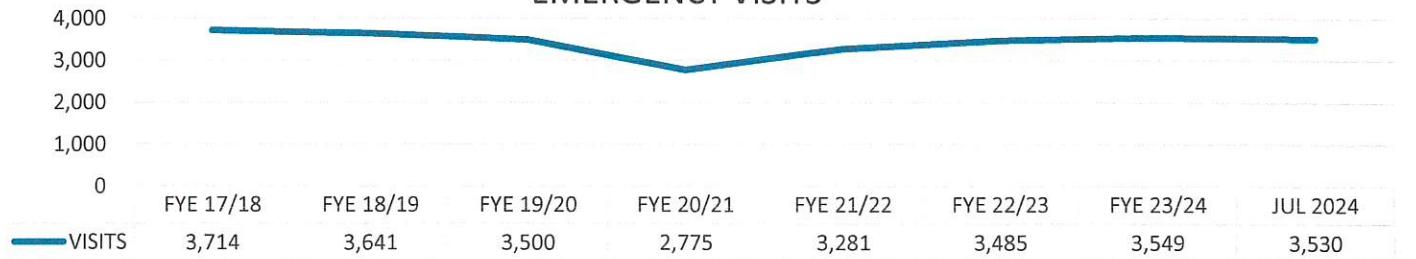
## INPATIENT DAYS



## AVERAGE LENGTH OF STAY

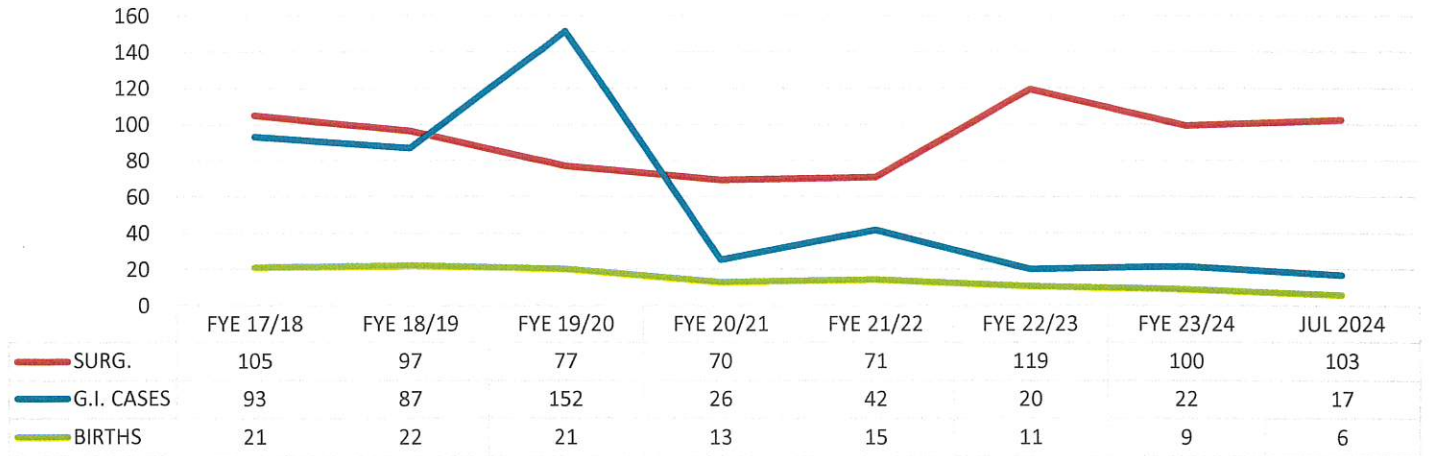


## EMERGENCY VISITS

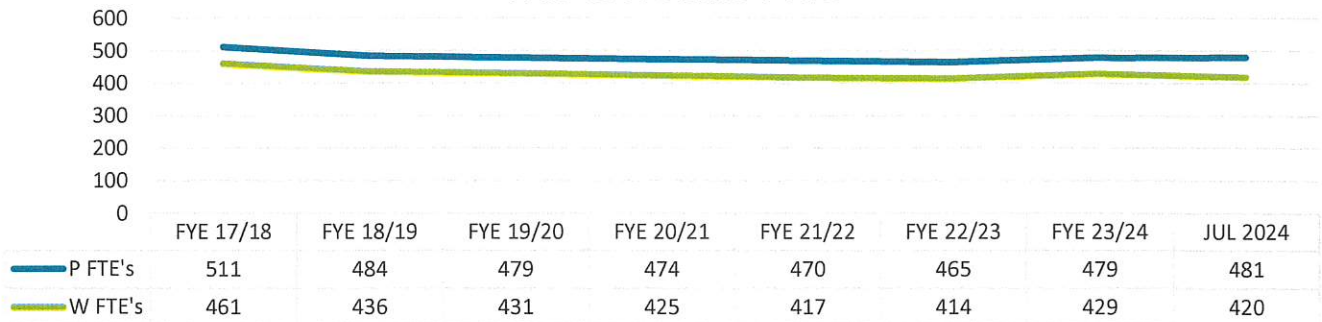


# SAN GORGONIO MEMORIAL HOSPITAL

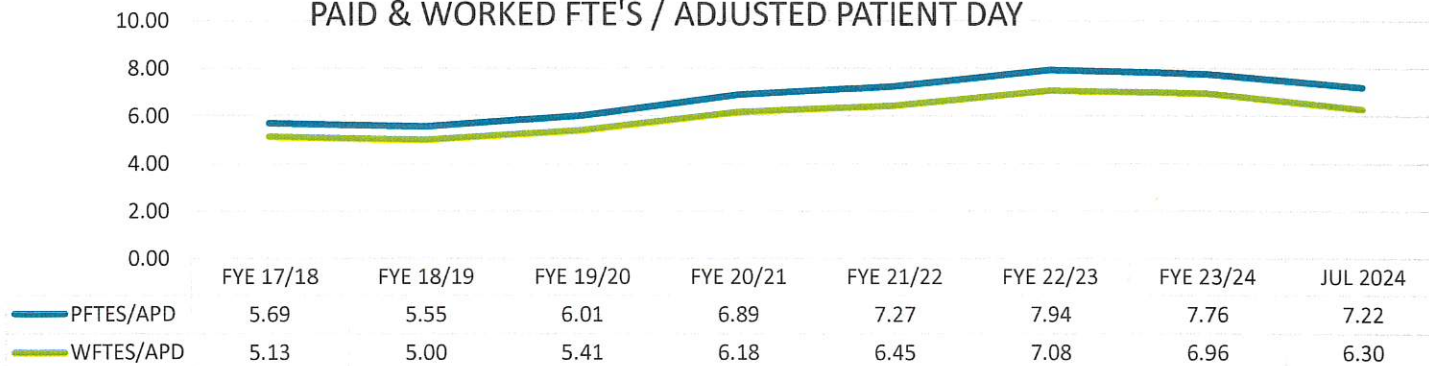
## SURGERY CASES, G.I. CASES, N/B DELIVERIES



## 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

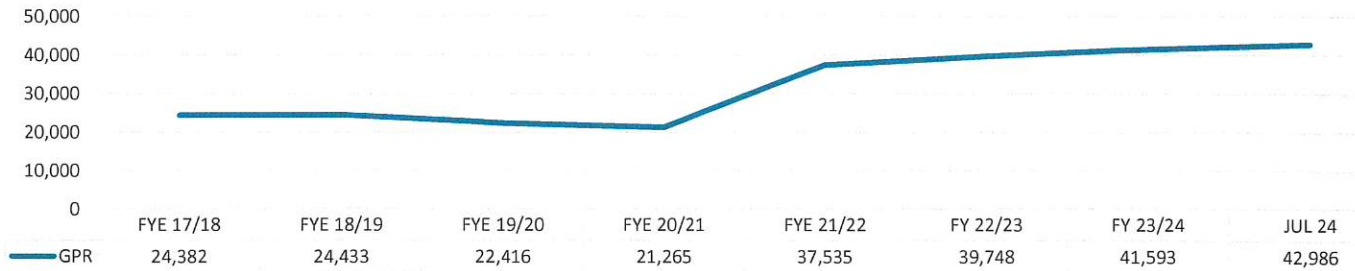
This measurement illustrates that Net Patient Revenues basically only cover Total Labor Expense, and that all of the Other Revenues and Supplemental Incomes are necessary to cover the remaining operational Expenses and EBIDA required to operate the Hospital.

Operating Revenues (Normalized), Expenses, Staffing Expenses, and EBIDA (Normalized)

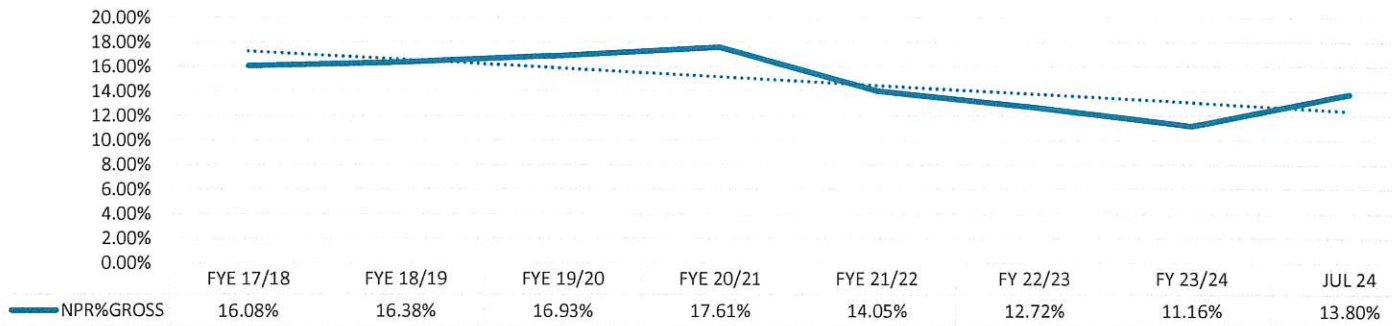
This graph illustrates the "normalization" of Operating Revenues and EBIDA, by reallocating proportionate Supplemental Revenues and related Expenses into the current month and YTD results.

# SAN GORGONIO MEMORIAL HOSPITAL

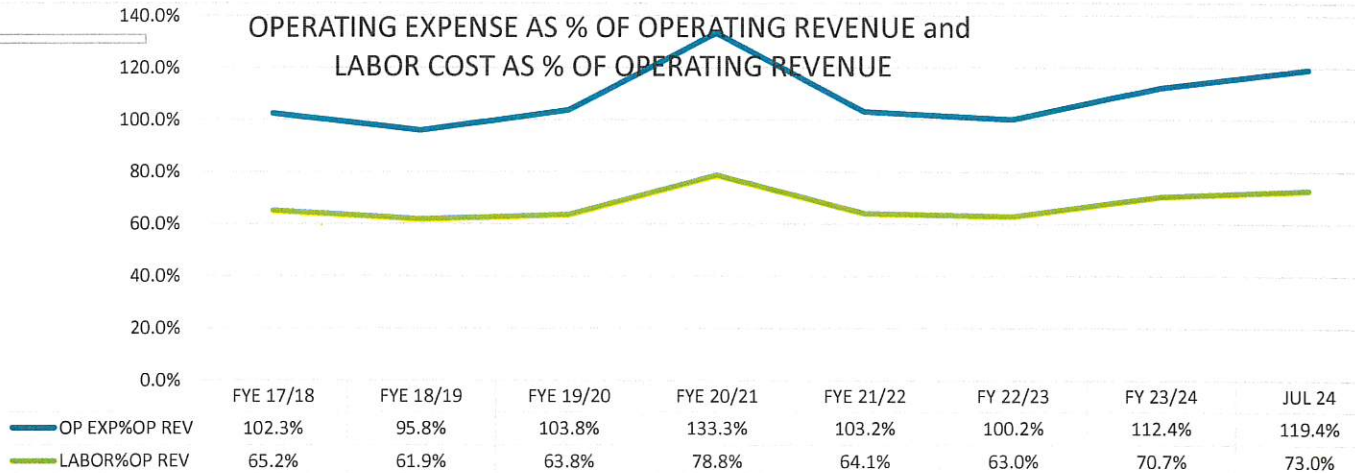
## GROSS PATIENT REVENUE (000's)



## NET PATIENT REVENUE AS % OF GROSS

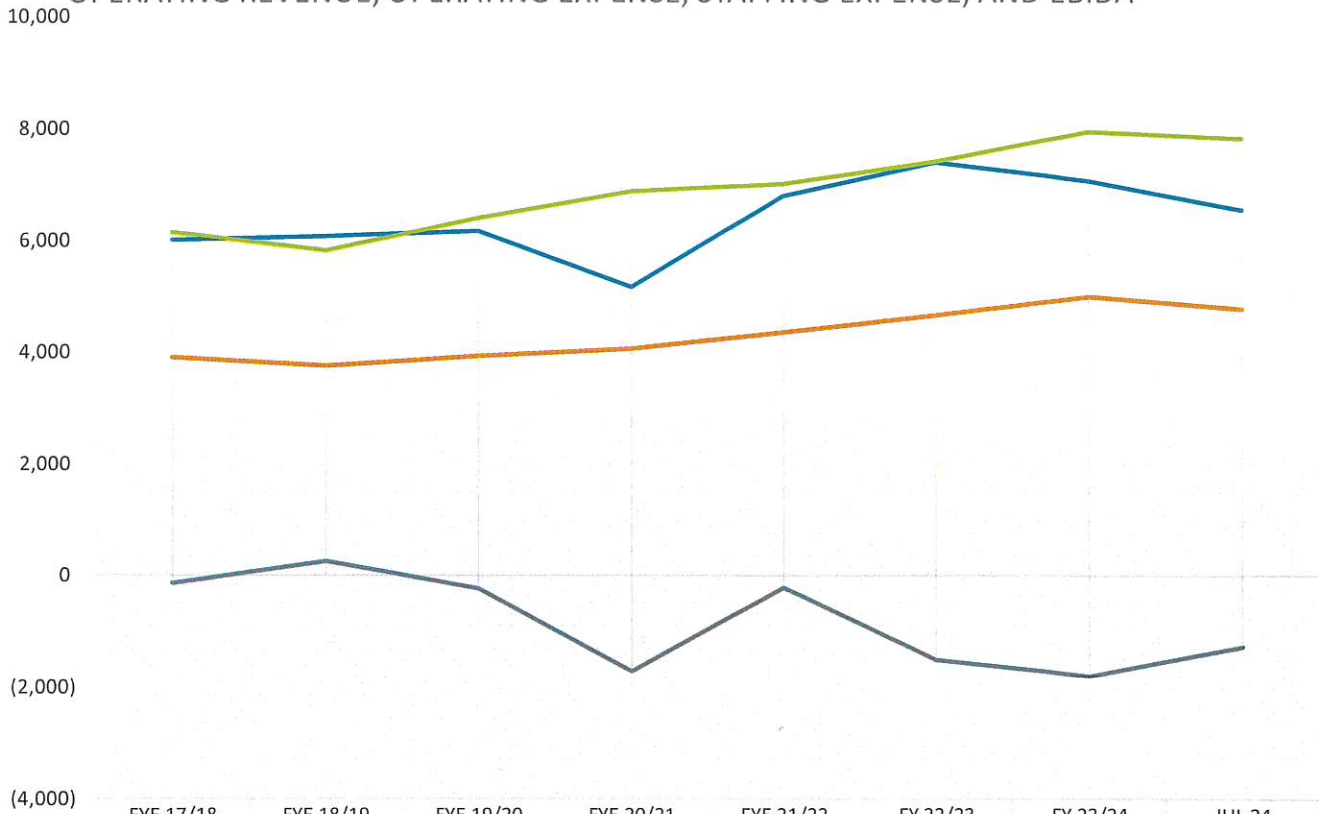


## OPERATING EXPENSE AS % OF OPERATING REVENUE and LABOR COST AS % OF OPERATING REVENUE



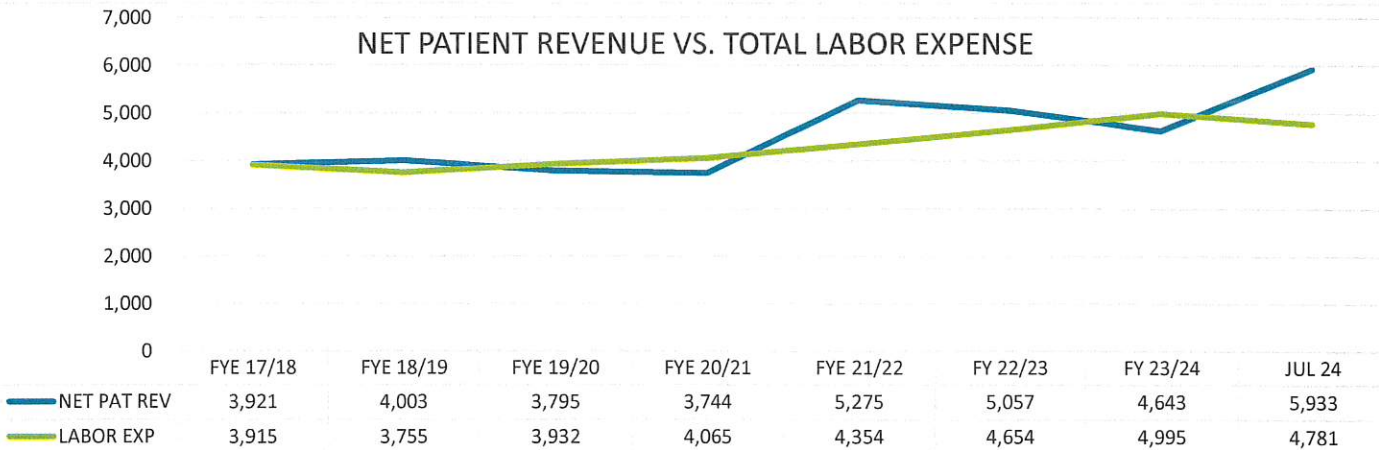
# SAN GORGONIO MEMORIAL HOSPITAL

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



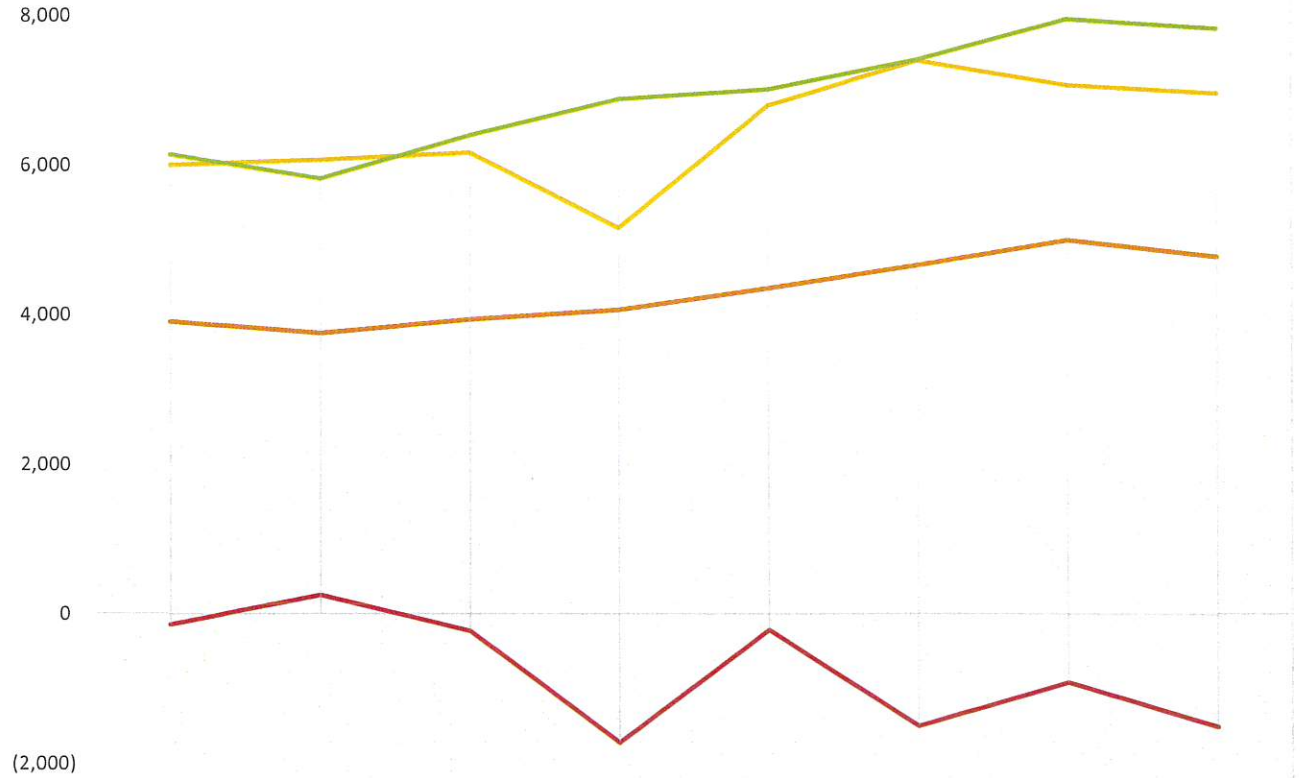
	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	FYE 21/22	FY 22/23	FY 23/24	JUL 24
OP REV	6,006	6,069	6,165	5,160	6,791	7,391	7,068	6,554
OP EXP	6,147	5,817	6,398	6,878	7,007	7,403	7,942	7,823
STAFF EXP	3,915	3,755	3,932	4,065	4,354	4,654	4,995	4,781
EBIDA	(141)	252	(233)	(1,719)	(216)	(1,512)	(1,799)	(1,270)

## NET PATIENT REVENUE VS. TOTAL LABOR EXPENSE



# SAN GORGONIO MEMORIAL HOSPITAL

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



	FYE 17/18	FYE 18/19	FYE 19/20	FYE 20/21	FYE 21/22	FY 22/23	FY 23/24	JUL 24
REV NORMAL	6,006	6,069	6,165	5,160	6,791	7,391	7,068	6,965
OP EXP	6,147	5,817	6,398	6,878	7,007	7,403	7,942	7,823
LABOR EXP	3,915	3,755	3,932	4,065	4,354	4,654	4,995	4,781
EBIDA NORMAL	(141)	252	(233)	(1,719)	(216)	(1,499)	(918)	(1,499)

A	B	H	J	L	N	O	AP	AQ
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL - BANNING, CA							08/23/24
2	Month-to- Month FYE							
3	FYE 18/19	FYE 19/20	FYE 20/21	FYE 21/22	FYE 22/23	FYE 23/24	FYE 24/25	
4	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	
5	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	MONTHLY AVE.	
6	<b>Gross Patient Revenue</b>							
7	Inpatient Revenue	\$ 7,667,883	\$ 7,401,282	\$ 9,331,371	\$ 16,603,390	\$ 14,171,780	\$ 15,736,065	
8	Inpatient Psych/Rehab Revenue	0	0	0	0	0	0	
9	Outpatient Revenue	16,765,365	15,067,104	11,933,682	20,932,075	25,575,741	27,280,251	
10	Long Term Care Revenue	0	0	0	0	0	0	
11	Home Health Revenue	0	0	0	0	0	0	
12	<b>Total Gross Patient Revenue</b>	24,433,247	22,468,386	21,265,053	37,535,465	39,747,521	42,986,316	
13	<b>Deductions From Revenue</b>							
14	Discounts and Allowances	(19,588,148)	(17,845,730)	(16,635,734)	(31,267,149)	(33,545,205)	(36,010,619)	
15	Bad Debt Expense	(858,023)	(653,280)	(824,395)	(1,045,570)	(1,047,941)	(884,929)	
16	GI HMO Discounts	0	0	0	0	0	0	
17	Charity Care	(56,168)	(86,517)	(41,362)	(136,947)	(97,443)	(54,157)	
18	<b>Total Deductions From Revenue</b>	(20,502,339)	(18,585,527)	(17,501,491)	(32,449,666)	(34,690,589)	(37,053,583)	
19	<b>Net Patient Revenue</b>	3,930,908	3,882,859	3,763,563	5,085,799	5,056,932	5,932,733	
20	<b>Non-Patient Revenues</b>							
21	Supplemental Revenues	1,485,337	1,157,326	889,707	501,407	941,881	1,838,563	
22	Grants & Other Op Revenues	205,590	750,434	505,190	725,066	986,421	171,380	
23	Clinic Net Revenues	22,382	15,743	0	0	0	0	
24	Tax Subsidies Measure D	196,524	199,469	209,744	229,405	213,402	246,994	
25	Tax Subsidies Prop 13	115,388	114,061	142,552	146,104	189,707	154,500	
26	Tax Subsidies County Supplmtl Funds	16,159	9,064	16,163	25,561	2,308	13,938	
27	<b>Total Non-Patient Revenues</b>	2,041,381	2,246,097	1,743,355	1,627,542	2,333,719	2,425,375	
28	<b>Total Operating Revenue</b>	5,972,289	6,128,956	5,506,919	6,713,341	7,390,651	8,358,108	
29	<b>Operating Expenses</b>							
30	Salaries and Wages	2,941,226	3,104,224	3,125,159	3,420,974	3,634,721	3,903,016	
31	Fringe Benefits	702,477	752,708	856,889	830,599	935,301	970,571	
32	Contract Labor	106,628	59,516	114,886	99,977	81,255	136,900	
33	Physicians Fees	246,631	331,858	350,783	330,533	299,739	499,666	
34	Purchased Services	513,857	691,337	772,336	892,521	863,657	983,027	
35	Supply Expense	685,518	751,025	903,883	995,446	955,253	819,631	
36	Utilities	75,471	80,680	92,287	111,192	93,037	100,088	
37	Repairs and Maintenance	58,325	58,597	139,712	77,524	76,806	101,727	
38	Insurance Expense	85,267	103,277	110,683	112,745	119,548	129,097	
39	All Other Operating Expenses	70,922	160,745	148,752	101,142	151,928	134,311	
40	IGT Expense	58,743	109,484	172,366	0	91,499	120,769	
41	Leases and Rentals	76,150	79,233	79,424	37,952	99,514	51,237	
42	1206 (b) CLINIC	98,810	94,628	34,096	0	0	0	
43	<b>Total Operating Expenses</b>	5,720,023	6,377,306	6,901,255	7,010,605	7,403,258	7,823,138	
44	<b>EBIDA</b>	252,266	(248,351)	(1,394,337)	(297,264)	(12,606)	(881,831)	
45	<b>Interest, Depreciation, and Amortization</b>							
46	Depreciation Expense	497,808	506,497	494,721	472,317	495,039	586,042	
47	Interest & Amortization Expense	418,193	422,094	447,994	391,606	484,663	401,452	
48	<b>Total Interest, Depr, &amp; Amort.</b>	916,000	928,591	942,715	863,923	979,702	987,494	
49	<b>Non-Operating Revenue:</b>							
50	Contributions & Other	7,745	27,759	7,121	25,068	132,587	411,870	
51	Tax Subsidies for GO Bonds - M-A	682,457	666,966	598,410	616,059	660,979	627,353	
52	<b>Total Non Operating Revenue/(Expense)</b>	700,202	694,725	605,531	641,127	793,566	1,039,223	
53	<b>Total Net Surplus/(Loss)</b>	36,467	(482,217)	(1,731,521)	(520,060)	(198,742)	(852,537)	
54	Change in Interest in Foundation	0	0	0	0	0	0	
55	Extra-Ordinary Income (Loss)	0	(689,574)	(650)	(284,792)	0	(235,172)	
56	<b>Increase/(Decrease in Unrestricted Net Assets)</b>	\$ 36,467	\$(1,171,991)	\$(1,732,171)	\$(804,652)	\$(198,742)	\$(1,852,537)	
57	<b>Total Profit Margin</b>	0.6%	-19.1%	-31.5%	-12.0%	-2.7%	-15.1%	
58	<b>EBIDA %</b>	4.2%	-4.1%	-25.3%	-4.4%	-0.2%	-12.5%	
59	<b>Actual EBIDA for Month</b>						(881,831)	
60	<b>Adjustments to EBIDA to account for Cash Impact of GASB Lease Reclassification</b>						(65,132)	
61	<b>Adjustment for Normalization of Supplemental Income Incl DSH &amp; P4P (Net of Current Month Receipts)</b>						18,756	
62	<b>Effective EBIDA after Normalization of Supplementals &amp; Adjustments for Cash Outlays for Leases</b>						(148,602)	
63							411,159	
64							(11,018,484)	
65							411,159	

12

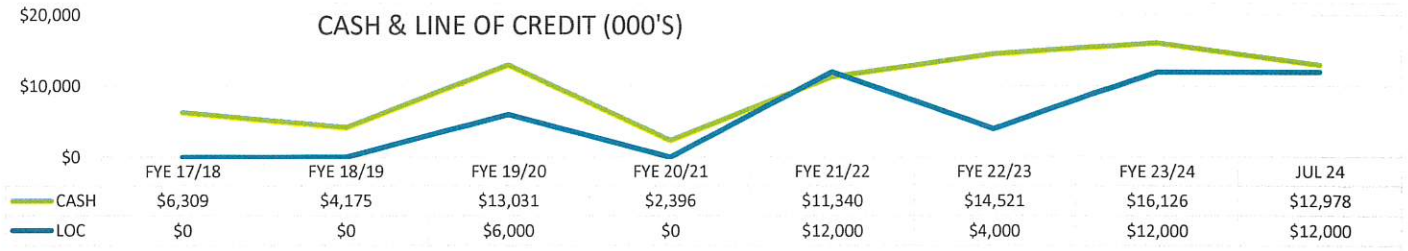
**BALANCE SHEET (Period End)**

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.

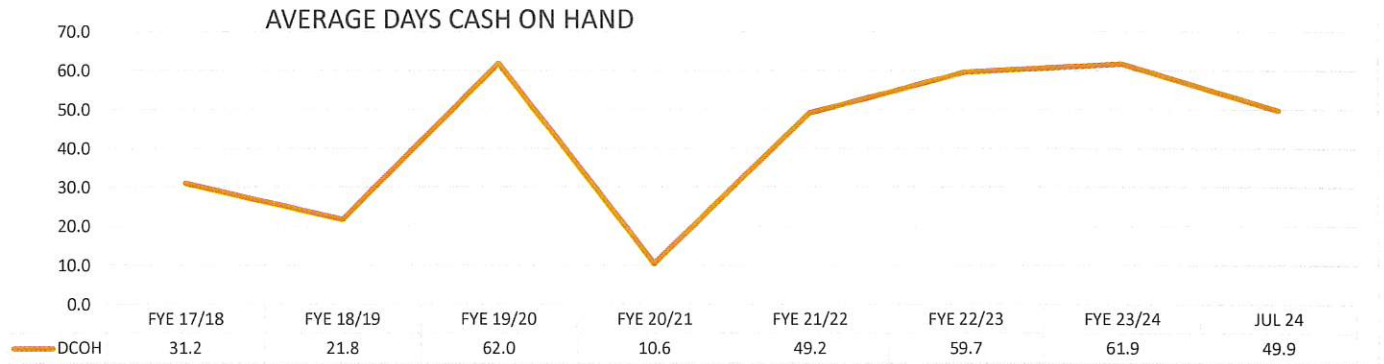
13

# SAN GORGONIO MEMORIAL HOSPITAL

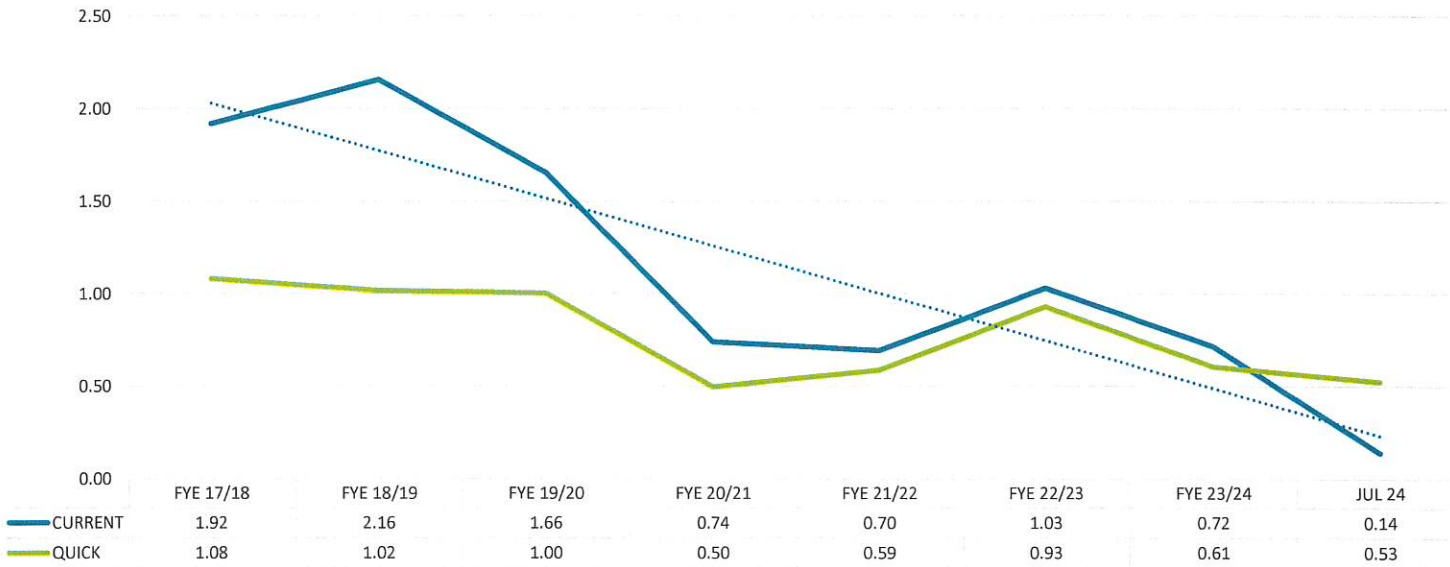
## CASH & LINE OF CREDIT (000'S)



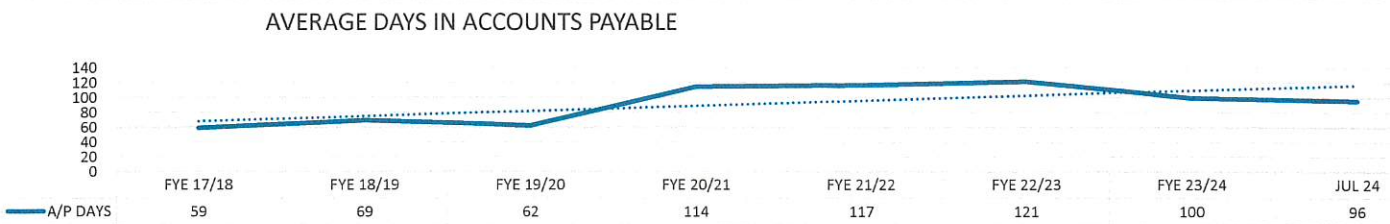
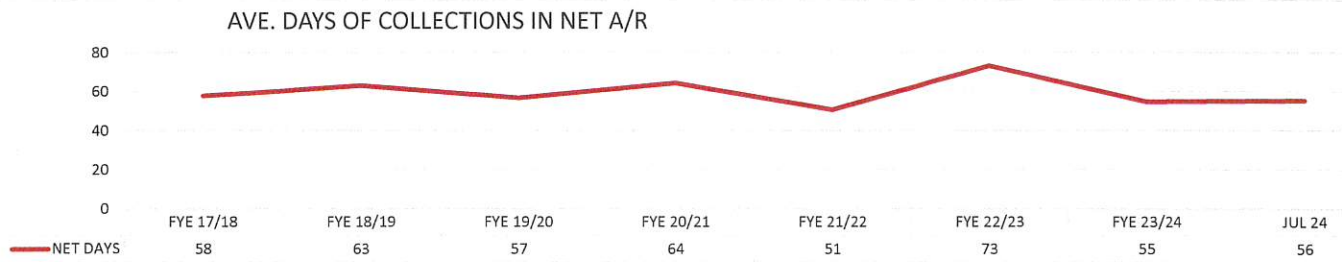
## AVERAGE DAYS CASH ON HAND



## 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 25	FY 24	FY 25	FY 24
	07/31/23	07/31/24	07/31/24	07/31/24	07/31/24	2023	2024	2023	2024	2024
	ACTUAL	ACTUAL	BUDGET	1 MO. YTD ACTUAL	1 MO. YTD ACTUAL	1 MO. YTD ACTUAL	1 MO. YTD ACTUAL	1 MO. YTD ACTUAL	1 MO. YTD BUDGET	YR END TOTAL
[1] Total Acute Patient Days	559	747	652	559	747	747	652	559	652	7,921
[2] Average Daily Census	18.0	24.1	21.0	18.0	24.1	24.1	21.0	18.0	21.0	21.6
[3] Average Acute Length of Stay	3.6	3.8	3.6	3.6	3.8	3.8	3.6	3.6	3.6	3.8
[4] Patient Discharges	157	198	179	157	198	198	179	157	179	2,107
[5] Adjusted Patient Days	1,689	1,998	1,881	1,689	1,998	1,998	1,881	1,689	1,881	22,887
[6] Observation Days	279	288	337	279	288	288	337	279	337	4,109
[7] Total Emergency Room Visits	3,271	3,530	3,494	3,271	3,530	3,530	3,494	3,271	3,494	42,587
[8] Average ED Visits Per Day	106	114	113	106	114	114	113	106	113	116
[9] Total Surgeries (Excluding G.I.'s)	98	103	109	98	103	103	109	98	109	1,197
[10] Deliveries/Births	10	6	10	10	6	6	10	10	10	112

	A	B	C	D	E	F	G	H	I	J	K
1	SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL										
	INCOME STATEMENT										
2	NET INCOME										
3	EBIDA										
4											
5											
6	TOTAL OPERATING REVENUE										
7	NET PATIENT REVENUE										
13	OTHER OPERATING REVENUE										
20											
21	TOTAL OPERATING EXPENSE										
34											
35	NON-OPERATING REVENUE & EXPENSE										
36	TOTAL NON-OPERATING REVENUE & EXPENSE										
42	TOTAL INTEREST & DEPRECIATION										
45											
46	8/23/2024										

17

	A	B	C	D	E	F	G
1	<b>SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT &amp; HOSPITAL</b>						
2	BALANCE SHEET	JUNE 2023	MAY 2024	JUNE 2024	JULY 2024	VARIANCE JUNE TO JULY	VARIANCE PERCENTAGE
3	TOTAL ASSETS	112,558,570	106,637,222	108,634,537	107,144,102	-1,490,435	-1.40%
4	CURRENT ASSETS	29,638,354	18,856,436	27,284,710	24,998,468	-2,286,242	-9.10%
16	ASSETS WITH LIMITED USE	9,102,770	14,183,484	13,801,894	14,030,841	228,947	1.60%
17	NET PROPERTY, PLANT, AND EQUIPMENT	73,452,527	73,260,816	74,033,664	74,591,299	557,635	0.70%
24	OTHER ASSETS	364,919	336,486	-6,485,732	-6,476,506	9,226	-0.10%
25							
26	TOTAL LIABILITIES & FUND BALANCE	112,558,570	106,637,222	108,634,537	107,144,102	1,490,435	1.40%
27	TOTAL LIABILITIES	148,421,077	152,903,083	157,168,323	157,530,339	-362,017	-0.20%
28	CURRENT LIABILITIES	28,682,871	28,929,734	33,211,167	33,586,673	-375,506	-1.10%
38	LONG TERM LIABILITIES	119,738,206	123,973,349	123,957,156	123,943,666	13,490	0.00%
39							
40	NET ASSETS	-35,862,507	-46,265,861	-48,533,786	-50,386,237	-1,852,451	-3.70%
45	8/23/2024						

18



A		B		C		D	E	F	G
SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT & HOSPITAL									
1	BALANCE SHEET	JUNE 2023	MAY 2024	JUNE 2024	JULY 2024	VARIANCE JUNE TO JULY	VARIANCE PERCENTAGE		
2	TOTAL ASSETS	112,558,570	106,637,222	108,634,537	107,144,102	-1,490,435	-1.40%		
3	CURRENT ASSETS	29,638,354	18,856,436	27,284,710	24,998,468	-2,286,242	-9.10%		
4	CASH & EQUIVALENTS	14,521,085	8,580,823	16,126,209	12,978,248	-3,147,961	-24.30%		
5	NET PATIENT ACCOUNTS RECEIVABLE	12,177,379	8,640,693	9,181,423	8,887,832	-293,591	-3.30%		
6	HOSPITAL ACCOUNTS RECEIVABLE	86,192,181	85,424,396	89,675,653	87,701,226	-1,974,427	-2.30%		
7	LESS: ALLOWANCE FOR BAD DEBTS	-74,014,802	-76,783,703	-80,494,230	-78,813,394	1,680,836	-2.10%		
8	OTHER CURRENT ASSETS	2,939,890	1,634,920	1,977,078	3,132,388	1,155,310	36.90%		
9	TAXES RECEIVABLE	2,263,620	1,567,393	1,960,349	2,577,969	617,620	24.00%		
10	MISC RECEIVABLE	64,052	-903,765	-763,253	-718,813	44,440	-6.20%		
11	DUE FROM 3RD PARTIES	-1,097,349	-1,767,736	-1,755,233	-1,714,114	41,119	-2.40%		
12	INVENTORIES	1,311,782	1,882,385	2,075,662	1,996,269	-79,393	-4.00%		
13	PREPAID EXPENSES	397,785	856,643	459,553	991,077	531,524	53.60%		
14									
15	ASSETS WITH LIMITED USE	9,102,770	14,183,484	13,801,894	14,030,841	228,947	1.60%		
16	NET PROPERTY, PLANT, AND EQUIPMENT	73,452,527	73,260,816	74,033,664	74,591,299	557,635	0.70%		
17	PROPERTY, PLANT, AND EQUIPMENT	166,692,035	171,920,255	173,185,824	174,169,295	983,471	0.60%		
18	LAND & LAND IMPROVEMENTS	4,828,182	4,828,182	4,828,182	4,828,182	0	0.00%		
19	BUILDINGS & BUILDING IMPROVEMENTS	129,281,491	129,281,491	129,308,382	129,308,382	0	0.00%		
20	FIXED EQUIPMENT	29,262,127	31,395,416	31,737,623	31,769,406	31,783	0.10%		
21	CONSTRUCTION IN PROGRESS	3,320,235	6,415,166	7,311,637	8,263,325	951,688	11.50%		
22	LESS: ACCUMULATED DEPRECIATION	-93,239,508	-98,659,439	-99,152,160	-99,577,996	-425,836	0.40%		
23	OTHER ASSETS	364,919	336,486	-6,485,732	-6,476,506	9,226	-0.10%		
24									
25									
26	TOTAL LIABILITIES & FUND BALANCE	112,558,570	106,637,222	108,634,537	107,144,102	1,490,435	1.40%		
27	TOTAL LIABILITIES	148,421,077	152,903,083	157,168,323	157,530,339	-362,017	-0.20%		
28	CURRENT LIABILITIES	28,682,871	28,929,734	33,211,167	33,586,673	-375,506	-1.10%		
29	ACCOUNTS PAYABLE	11,278,786	12,895,936	6,732,570	6,716,652	15,918	0.20%		
30	PAYROLL PAYABLES	6,484,769	7,480,872	8,035,939	8,066,426	-30,487	-0.40%		
31	SALARIES & WAGES PAYABLE	579,682	-199,803	82,470	935,125	-852,655	-91.20%		
32	PAYROLL TAXES & DEDUCTIONS PAYABLE	3,235,802	4,166,332	4,464,732	4,237,567	227,165	5.40%		
33	ACCRUED PTO & SICK DAYS PAYABLE	2,669,285	3,514,343	3,488,737	2,893,734	595,003	20.60%		
34	LINE OF CREDIT	4,043,719	63,548	12,065,351	12,065,351	0	0.00%		
35	ACCRUED INTEREST PAYABLE	1,609,780	7,160,974	1,611,980	1,972,917	-360,937	-18.30%		
36	OTHER CURRENT LIABILITIES	5,265,817	1,328,404	4,765,327	4,765,327	0	0.00%		
37									
38	LONG TERM LIABILITIES	119,738,206	123,973,349	123,957,156	123,943,666	13,490	0.00%		
39									
40	NET ASSETS	-35,862,507	-46,265,861	-48,533,786	-50,386,237	-1,852,451	-3.70%		
41	NET ASSETS - UNRESTRICTED	-35,862,507	-46,265,861	-48,533,786	-50,386,237	-1,852,451	-3.70%		
42	NET ASSETS - BEGINNING OF PERIOD	-33,723,881	-35,868,911	-35,868,911	-48,533,700	-12,664,789	-26.10%		
43	CURRENT YEAR NET GAIN/(LOSS)	-2,138,626	-10,396,950	-12,664,875	-1,852,537	10,812,338	583.70%		
44									
45	8/23/2024								

20

	B	C	D	E	F	G	H	
1	<b>SAN GORGONIO MEMORIAL HEALTHCARE DISTRICT &amp; HOSPITAL</b>							
2						(UNAUDITED)	(UNAUDITED)	
3						Current Month	Y-T-D	
4						7/31/2024	7/31/2024	
5	<b>BEGINNING CASH BALANCES</b>							
6		Cash: Beginning Balances- Hospital				\$ 16,126,209	\$ 16,126,209	
7		Cash: Beginning Balances- District				(included above)	(included above)	
8		Cash: Beginning Balances Totals				\$ 16,126,209	\$ 16,126,209	
9								
10	<b>Receipts</b>							
11		Patient Collections				\$ 6,229,961	\$ 6,229,961	
12		Tax Subsidies/Measure D/Prop 13				463,106	463,106	
13		Misc Tax Subsidies				-	-	
14		Donations/Grants/Loans				-	-	
15		Supplemental Funding (Rate Range, Etc.)				1,863	1,863	
16		Draws/(Paydown) of LOC Balances				-	-	
17		Other Revenues/Receipts/Transfers				155,927	155,927	
18	<b>TOTAL RECEIPTS</b>						\$ 6,850,857	\$ 6,850,857
19								
20	<b>Disbursements</b>							
21		Wages, Benefits, & Contract Labor				\$ 4,780,883	\$ 4,780,883	
22		Other Operating Costs				3,042,255	3,042,255	
23		Capital Spending				983,471	983,471	
24		Debt Service Payments (Excl.G/O Bonds)				80,825	80,825	
25		Other - Changes in Accounts Payable, IGT's, Etc.				1,111,384	1,111,384	
26	<b>TOTAL DISBURSEMENTS</b>						\$ 9,998,818	\$ 9,998,818
27								
28	<b>TOTAL CHANGE in CASH</b>						\$ (3,147,961)	\$ (3,147,961)
29								
30	<b>ENDING CASH BALANCES</b>							
31		Ending Balances- Hospital				\$ 12,978,248	\$ 10,713,000	
32		Ending Balances- District				0	2,265,248	
33		Ending Balances- Totals				\$ 12,978,248	\$ 12,978,248	
34								
35								
36								
37		LOC Current Balances				\$ 12,000,000	\$ 12,000,000	
38		LOC Interest Expense Incurred				97,970	97,970	
39	<b>8/23/2024</b>							
40								

# TAB E

POLICIES AND PROCEDURES FOR BOARD APPROVAL - Hospital Board Meeting September 3, 2024

	<b>Title</b>	<b>Policy Area</b>	<b>Owner</b>	<b>Workflow Approval</b>
1	Abbreviations; Approved and Do Not Use	Administration 2	Administration	Ariel Whitley for Hospital Board of Directors
2	Associate Education	Education 2	Education	Ariel Whitley for Hospital Board of Directors
3	Associate Education - Competence Assessment Process	Education 2	Education	Ariel Whitley for Hospital Board of Directors
4	Business Associate Agreement (BAA)	HIPAA Privacy 2	HIPAA Privacy	Ariel Whitley for Hospital Board of Directors
5	Confined Space Entry	Facilities 2	Facilities	Ariel Whitley for Hospital Board of Directors
6	Continuing Education Courses	Education 2	Education	Ariel Whitley for Hospital Board of Directors
7	Education Department Performance Improvement	Education 2	Education	Ariel Whitley for Hospital Board of Directors
8	Obtaining Authorization For Use or Disclosure of Protected Health Information	HIPAA Privacy 2	HIPAA Privacy	Ariel Whitley for Hospital Board of Directors
9	Ophthalmic Prophylaxis of the Newborn	Obstetrics 3	Obstetrics	Ariel Whitley for Hospital Board of Directors
10	Orientation Objectives	Education 2	Education	Ariel Whitley for Hospital Board of Directors
11	Quiet Time	Administration 2	Administration	Ariel Whitley for Hospital Board of Directors
12	Radiation Safety Program Caution Signs, Labels and Warning Devices	Radiation Safety Program 3	Radiation Safety Program	Ariel Whitley for Hospital Board of Directors
13	Release of Information, Without Patient Authorization, to the News Media (General Patient)	Medical Records 2	Medical Records	Ariel Whitley for Hospital Board of Directors
14	Schedules and Staffing: Calling Off, Shift Trade (Swap), On-Call, Canceling	Nursing 1	Nursing	Ariel Whitley for Hospital Board of Directors



**TAB F**

**SAN GORGONIO MEMORIAL HOSPITAL**

**Medical Staff Services Department**

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

**DATE:** August 28, 2024

**TO:** Chair  
Governing Board

**FROM:** Raffi Sahagian, M.D., Chairman  
Medical Executive Committee

**SUBJECT: MEDICAL EXECUTIVE COMMITTEE REPORT**

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At the Medical Executive Committee held this date, the following items were approved, with recommendations for approval by the Governing Board:

**Approval Item(s):**

**CT Contrast Policy - 2024 Annual Approval**

All CT examinations will with contrast will be completed per this policy and protocol, pending appropriate workflow (See attached).

**TAB G**

NATIONALLY RECOGNIZED

**A**

SPRING 2024

LEAPFROG  
**HOSPITAL**  
SAFETY GRADE

EMERGENCY

WHEN IT COMES TO PATIENT  
SAFETY, WE MADE THE  
GRADE.

ACCREDITED  
Center for Improvement  
**CIHQ**  
In Healthcare Quality  
HOSPITAL

EMERGENCY

★★★★



Since 1951, San Geronio Memorial Hospital has been dedicated to providing safe, high-quality, personalized healthcare services.

Our High-Quality Healthcare Services Include:

- Emergency Services - Rapid Care 24/7
- Surgical Services - General/Vascular/Ortho
- Robotic Surgery - Minimally Invasive
- Cardiology
- Behavioral Health
- Cardiac Rehabilitation
- Clinical Laboratory
- Intensive Care