

Board Meeting

Finance Committee Meeting - September 8, 2025

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Mission

* Strong Stewardship * Ethical Oversight *
*Eternal Local Access *

Vision Statement

To be an energized, high performing advocate for the communities we serve, our patients and our staff. The board governs with an eye on the future of health care and its effects on the District and patient care. The Board is committed to continuous evaluation, dedication to our mission, and improvements as a board.

Values

NOTICE

NORTHERN INYO HEALTHCARE DISTRICT Finance Committee Meeting

September 8, 2025 at 5:00 pm

The Finance Committee will meet in person at 150 Pioneer Lane, Bishop, CA 93514 in the AMR Conference room. Members of the public will be allowed to attend in person or via Zoom. Public comments can be made in person or via Zoom.

TO CONNECT VIA ZOOM: (A link is also available on the NIHD Website)

<https://us06web.zoom.us/j/3257893484?pwd=VrgnzdFhLFICK7h6MlbfqehXlilrqm.1#success>

Meeting ID: 325 789 3484 Password: 623576

PHONE CONNECTION:

(669) 444-9171

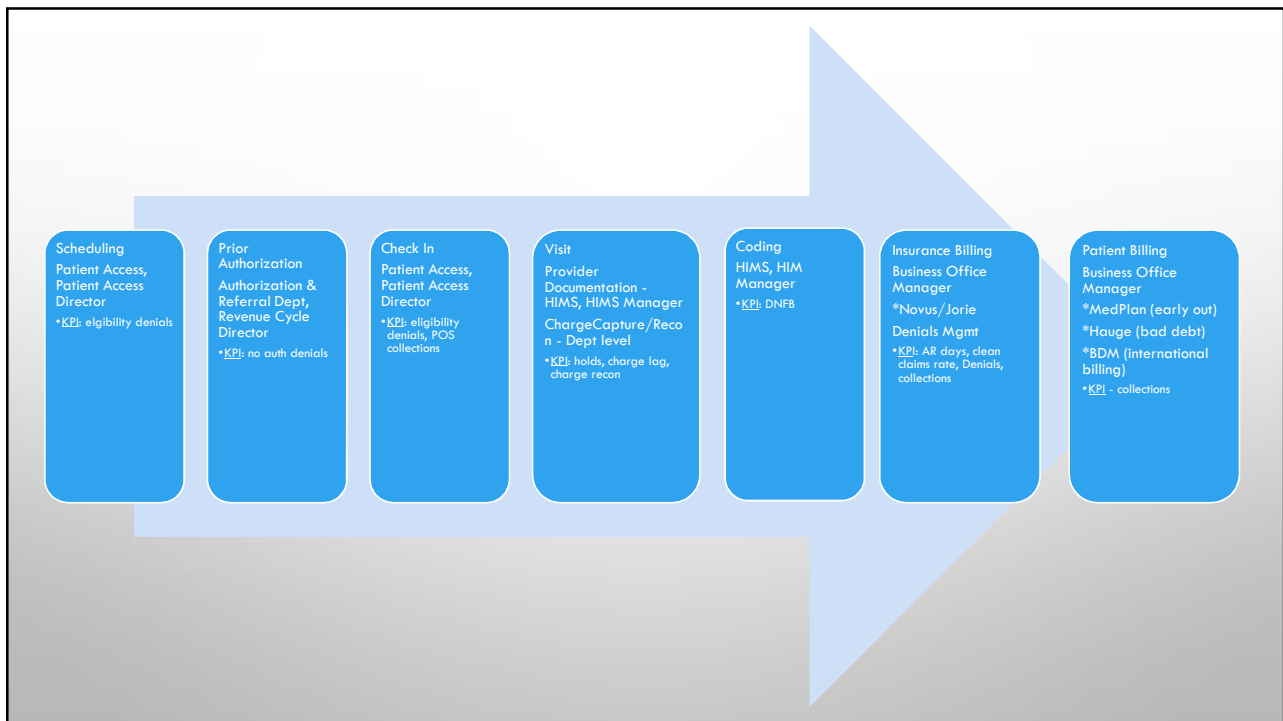
(253) 215-8782

Meeting ID: 325 789 3484

-
1. Call to Order at 5:00 pm.
 2. Public Comment: At this time, members of the audience may speak only on items listed on the Notice for this meeting, and speakers will be limited to a maximum of three minutes each. The Finance Committee is prohibited from generally discussing or taking action on items not included in this Notice.
 3. Old Business
 - a) NIHD Financial Investment Opportunity – *Information Item*
 - b) Cash Flow Update – *Information Item*
 - c) Budget Information (Follow-up on Director Barrett’s Questions) – *Information Item*
 4. New Business
 - a) Approval of Meeting Minutes July 16, 2025 – *Action Item*
 - b) Capital Items - Q1 FY 25/26 Approval – *Action Item*
 - c) Financial and Statistical Reports – *Information Item*

5. Adjournment

In compliance with the Americans with Disabilities Act, if you require special accommodations to participate in a meeting, please contact the administration at (760) 873-2838 at least 24 hours prior to the meeting.



CASH FLOW ACTION TEAM

Step	Task	Responsibility	Deadline	Status	Latest Comment	KPI
Prior Authorization	Change Cerner queue to prioritize oldest item to include date of order in subject of message.	Director, Revenue Cycle	06/11/25	Complete		No Authorization Denials
Check-in	Implement upfront payment	Director, Patient Access	06/03/25	Complete		PQS Collections
Check-in	Outpatient ancillary and outpatient surgery provide cost estimate to the patient	Director, Revenue Cycle/Patient Access	06/03/25	Complete		
Scheduling	Train the Patient Access clerk to read the entire eligibility message when it pops up	Director, Patient Access	07/24/25	In Progress	Training held on 6/26 on medical training and eligibility message. Each employee has to do 3-5 reviews for competency. 8/7/25 still reinforcing the training.	Eligibility Denials
Scheduling	Train clerks to ask every patient, every time the update of their insurance	Director, Patient Access	07/24/25	In Progress	Spot checking and training patient registration staff on asking for cards. Patient to provide a copy of insurance at time of service. 8/7/25 still monitoring for progress.	Eligibility Denials
Coding	DHFB: Conduct an end of day review to ensure proper reconciliation of cancellations shows	Director Patient Access/Outpatient	07/24/25	Complete	Clinic staff puts a note in the chart for coding that indicates the No Show or Cancellation. Registration/Patient Access to reconcile and validate (QA) no shows and cancellations. Action: Patient access assigned a lead to review reconcile end of day cancellations show. Outpatient Clinic will have nurse and Mami ensure full workflow is optimized.	DHFB Report
Check In	Medical Assistant review clinic authorization and referrals two days in advance of appointment	Director, Outpatient	07/24/25	In Progress	Work Comp/VA. Put a note in registration for duration of Auth. Tanya to create a list of VA patients as a reference.	
Coding CHAT	DHFB: Ensure a medical necessity validation of physician order entry Establish KPI for Cash Flow Action Team	Director, HIM and Revenue Cycle Team	07/24/25	In Progress	Janeal to pull KPIs listed on the original presentation. Report at Billing, Coding and Compliance Committee	
Visit	Conduct Cerner training to help providers with their documentation	CEO/CFO	08/28/25		Need to set up and retrain physician on Cerner and workflow. Ask NH informatics to train providers.	Charge reconciliation
Prior Authorization	Making a financial counselor more accessible after the visit to talk with patients about costs.	Director, Revenue Cycle	09/12/25			
Prior Authorization	Educate providers to let the surgery patients know that Authorizations team will schedule the patient.	Director, Outpatient Clinics	09/26/25		MDs often confuse patients by doing this themselves. Partner with Med Staff and Dr. Hawkins	No Authorization Denials
Prior Authorization	Improve surgical process/packet to provide financial information and expectations	Director, Revenue Cycle	09/26/25			
Coding	Review "The Hold Report" and develop action plan for top trends	CFO	09/26/25			
Insurance	Evaluate Jon for RCH	Director, Revenue Cycle	09/26/25		Move to a new billing company if unsuccessful	AR Days
Insurance	Develop an RFQ for a new billing company	Director, Revenue Cycle	09/26/25			
Insurance	Start a "denials workshop" to review/trend the reasons for denials and develop action plans to resolve up front.	Director, Revenue Cycle	10/03/25			Clean claims rate
Insurance	Deliverse auditor develop a denials/appeal of 90% report to work through	Director, Revenue Cycle	10/03/25			
Visit	Assign a charge capture person to review every clinic to reconcile charges to visits.	Director, Outpatient	10/31/25		Need a Natalie for every clinic	

NIHD Budget FYE 2026

	FYE 2025 Projection	FYE 2025 Actual	Projection vs Actual	Variance	FYE 2026 Budget	FYE 2025 Actual vs FYE 2026 Budget	% Variance
Inpatient Patient Revenue	41,069,551	44,044,886	2,975,335	7.2%	43,755,410	(289,475)	-0.7%
Outpatient Revenue	166,154,062	166,541,415	387,354	0%	172,755,934	6,214,519	3.7%
Clinic Revenue	20,908,566	21,078,588	170,022	1%	21,078,640	52	0.0%
Gross Patient Service Revenue	228,132,178	231,664,888	3,532,710	2%	237,589,984	5,925,096	2.6%
Deductions from Revenue	(124,670,925)	(131,064,119)	(6,393,193)	5%	(129,208,253)	1,855,865	-1.4%
Other Revenue	2,000	6,738	4,738	237%	0	(6,738)	-100.0%
Net Patient Service Revenue	103,463,253	100,607,508	(2,855,745)	-3%	108,381,731	7,774,223	7.7%
	45.4%	43.4%	-1.9%		45.6%	2.2%	
Expense							
Salaries and Wages	39,464,976	41,959,974	2,494,998	6%	40,255,346	(1,704,628)	-4.1%
Benefits	18,557,934	16,955,250	(1,602,684)	-9%	18,184,158	1,228,908	7.2%
PTO Accruals	266,021	117,377	(148,644)	-56%	260,348	142,971	121.8%
Unemployment	19,850	14,985	(4,865)	-25%	16,418	1,433	9.6%
Medical, Dental, Vision	9,446,197	8,028,320	(1,417,878)	-15%	9,209,222	1,180,903	14.7%
DB Pension	4,036,314	4,054,888	18,574	0%	3,935,406	(119,482)	-2.9%
DC Retirement	704,788	762,140	57,352	8%	704,788	(57,352)	-7.5%
Taxes	3,129,602	3,150,722	21,120	1%	3,145,507	(5,215)	-0.2%
Workers Comp	658,467	552,250	(106,217)	-16%	689,354	137,104	24.8%
Travel	123,770	133,314	9,545	8%	51,372	(81,942)	-61.5%
All other benefits	172,925	141,254	(31,671)	-18%	171,743	30,489	21.6%
Contract Labor	5,322,652	5,369,335	46,683	1%	4,640,418	(728,916)	-13.6%
Contract Labor - Consultant	320,787	332,866	12,078	4%	192,000	(140,866)	-42.3%
Contract Labor - RN	1,968,632	1,800,359	(168,273)	-9%	1,867,158	66,799	3.7%
Contract Labor - Therapist	642,173	732,904	90,731	14%	599,238	(133,666)	-18.2%
Contract Labor - Other	2,391,060	2,503,206	112,146	5%	1,982,022	(521,184)	-20.8%
Professional Fees	24,810,715	25,692,500	881,785	4%	27,389,887	1,697,386	6.6%
Pro Fees - Physicians	18,035,062	18,294,471	259,409	1%	19,483,630	1,189,159	6.5%
Pro Fees - Consultation	71,155	76,542	5,387	8%	83,539	6,997	9.1%
Pro Fees - Legal	910,091	866,982	(43,109)	-5%	1,000,000	133,018	15.3%
Pro Fees - Audit & Reporting Fees	296,274	225,586	(70,689)	-24%	200,000	(25,586)	-11.3%
Pro Fees - Other	151,862	172,000	20,138	13%	144,269	(27,731)	-16.1%
Contract Services	218,934	247,321	28,387	13%	218,622	(28,699)	-11.6%
Other Professional Service	3,553,507	4,165,583	612,076	17%	4,642,738	477,155	11.5%
Collection Fee	1,227,036	1,279,265	52,229	4%	1,227,036	(52,229)	-4.1%
Medical Service	340,381	358,603	18,221	5%	388,361	29,759	8.3%
Credentialing	6,412	6,147	(265)	-4%	1,692	(4,456)	-72.5%
Supplies	11,060,482	12,965,229	1,904,746	17%	11,203,734	(1,761,494)	-13.6%
Pharmacy	5,152,297	4,297,639	(854,657)	-17%	5,305,467	1,007,828	23.5%
Medical Supplies	6,864,162	7,054,633	190,471	3%	6,909,775	(144,858)	-2.1%
Blood & IV Solutions	88,446	79,249	(9,197)	-10%	95,232	15,983	20.2%
Medical Gas	123,685	124,673	988	1%	127,396	2,722	2.2%
Employee Uniforms	24,856	27,734	2,879	12%	23,545	(4,189)	-15.1%
Food Supplies	329,594	338,344	8,750	3%	296,842	(41,502)	-12.3%
Linen	32,222	30,222	(2,001)	-6%	33,178	2,956	9.8%
Cleaning & Office Supplies	124,475	121,350	(3,125)	-3%	120,322	(1,028)	-0.8%
Non-Capital Equipment	102,846	74,249	(28,597)	-28%	74,615	366	0.5%
Other Misc Supplies (Inventory Adjustment)	(1,782,100)	817,135	2,599,235	-146%	(1,782,638)	(2,599,773)	-318.2%

Other Expenses	9,315,299	9,061,006	(254,293)	-3%	9,209,991	148,985	1.6%
Dues and Subscriptions	358,379	356,731	(1,648)	0%	340,314	(16,417)	-4.6%
Software & Subscriptions	648,818	719,892	71,074	11%	608,368	(111,524)	-15.5%
Licenses and Taxes	55,365	64,387	9,021	16%	53,355	(11,032)	-17.1%
Sales Tax	427,139	417,238	(9,901)	-2%	435,391	18,153	4.4%
Freight	216,816	214,092	(2,725)	-1%	205,579	(8,513)	-4.0%
Recruiting	78,418	127,639	49,222	63%	39,917	(87,722)	-68.7%
Physician Related Expense	1,052,203	1,056,115	3,912	0%	1,025,446	(30,669)	-2.9%
Insurance - General Liability	2,550	2,921	371	15%	2,550	(371)	-12.7%
Insurance - Malpractice	826,362	793,006	(33,356)	-4%	834,431	41,425	5.2%
Insurance - Other	780,344	348,780	(431,564)	-55%	780,344	431,564	123.7%
Rents & Leases	91,561	60,367	(31,194)	-34%	91,171	30,804	51.0%
Repairs/Maintenance	524,079	650,618	126,540	24%	496,145	(154,474)	-23.7%
Landscaping	52,605	58,561	5,956	11%	49,827	(8,734)	-14.9%
Maintenance Contracts	1,161,419	1,091,250	(70,169)	-6%	1,191,852	100,602	9.2%
Fleet Maintenance	3,052	4,428	1,376	45%	3,052	(1,376)	-31.1%
Utilities	2,186,357	2,143,138	(43,219)	-2%	2,233,795	90,657	4.2%
Cerner Expense	391,771	431,744	39,972	10%	385,377	(46,367)	-10.7%
Marketing	211,791	218,994	7,203	3%	201,063	(17,931)	-8.2%
Other Expenses	246,269	301,104	54,835	22%	232,015	(69,089)	-22.9%
Depreciation and Amortization	5,005,846	5,086,781	80,934	2%	5,005,846	(80,934)	-1.6%
Total Expenses	113,537,905	117,090,074	3,552,169	3%	115,889,381	(1,200,693)	-1.0%
Operating Income (Loss)	(10,074,652)	(16,482,566)	(6,407,914)	64%	(7,507,651)	8,974,916	-54.5%
Financing Expense	3,564,741	3,437,811	(126,931)	-4%	3,523,754	85,944	2.5%
Interest Expense	2,395,148	2,293,576	(101,572)	-4%	2,354,160	60,585	2.6%
340B Program Expenses	1,169,594	1,144,235	(25,359)	-2%	1,169,594	25,359	2.2%
Financing Income (Leases, Bond Tax Appropriations & 340B Program)	3,514,890	3,157,257	(357,634)	-10%	3,515,741	358,484	11.4%
Leases (GASB 87)	6,294	25,856	19,562	311%	7,144	(18,712)	-72.4%
GO Bond Tax Appropriations	1,571,913	2,170,207	598,294	38%	1,571,913	(598,294)	-27.6%
340B Revenue	1,936,684	1,822,007	(114,677)	-6%	1,936,684	114,677	6.3%
Investment Income	635,327	562,938	(72,388)	-11%	616,871	53,933	9.6%
Donations	28,079	27,829	(250)	-1%	0	(27,829)	-100.0%
Rental Income	80,933	70,451	(10,481)	-13%	90,000	19,549	27.7%
Interest Income (investments)	526,315	464,658	(61,657)	-12%	526,871	62,213	13.4%
Total Grant Revenue	0	0	0	#DIV/0!	0	0	#DIV/0!
Miscellaneous Income	13,533,381	21,450,067	7,916,686	58%	13,877,768	(7,572,299)	-35.3%
Employee & Visitor Meals	204,997	211,357	6,359	3%	203,959	(7,398)	-3.5%
Tax Appropriations (general support)	749,555	987,049	237,494	32%	749,555	(237,494)	-24.1%
Supply Rebates	590,400	506,496	(83,904)	-14%	586,046	79,551	15.7%
Supplement (IGT) Funds	11,967,848	15,597,714	3,629,866	30%	12,314,687	(3,283,027)	-21.0%
Other Revenue (non-patient related)	20,580	4,147,451	4,126,871	20053%	23,520	(4,123,931)	-99.4%
Net Income/(Loss)	4,044,204	5,249,885	1,205,681	30%	6,978,975	1,729,090	32.9%
Cash outlay not part of income statement							
Bond principle payments	2,950,555	1,862,332	(1,088,223)	-37%	3,118,128	1,255,796	67.4%
Other debt (long term leases & subscriptions)							
principle payments	1,546,875	1,509,879	(36,996)	-2%	515,745	(994,134)	-65.8%
Capital purchases	2,731,948	1,088,396	(1,643,552)	-60%	2,000,000	911,604	83.8%
Accrued but not paid in cash (timing)	0	(1,265,721)	(1,265,721)	0%	0	1,265,721	-100.0%
Total	7,229,378	3,194,886	(4,034,492)	-56%	5,633,873	2,438,987	76.3%
Impact to cash	(3,185,174)	2,054,999	5,240,173	-165%	1,345,102	(709,897)	-34.5%

Employee retention credit

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025 Projection	FYE 2026 Budget	Variance to 2021	Comment
Salaries and wages	\$ 36,608,872	\$ 42,542,168	\$ 44,860,800	\$ 43,973,065	\$ 39,464,976	\$ 40,255,346	\$ 3,646,474	
Employee benefits	\$ 23,055,461	\$ 24,257,917	\$ 25,932,296	\$ 18,923,640	\$ 18,557,934	\$ 18,184,158	\$ (4,871,303)	
Professional fees and purchased services	\$ 16,090,675	\$ 15,791,529	\$ 17,780,626	\$ 18,568,419	\$ 24,810,715	\$ 27,389,887	\$ 11,299,212	Largest portion is physician expenses & billing fees
Supplies	\$ 10,941,818	\$ 12,676,432	\$ 9,702,680	\$ 11,328,288	\$ 11,060,482	\$ 11,203,734	\$ 261,916	
Purchased Services (contract labor)	\$ 4,987,821	\$ 4,886,029	\$ 6,113,182	\$ 6,399,832	\$ 5,322,652	\$ 4,640,418	\$ (347,403)	
Depreciation	\$ 4,172,841	\$ 4,160,976	\$ 5,221,472	\$ 5,209,724	\$ 5,005,846	\$ 5,005,846	\$ 833,005	
Other	\$ 7,320,944	\$ 8,916,502	\$ 5,385,698	\$ 7,565,282	\$ 9,315,299	\$ 9,209,991	\$ 1,889,047	Insurance & Utilities increased
Total operating expenses	\$ 103,178,432	\$ 113,231,553	\$ 114,996,754	\$ 111,968,250	\$ 113,537,905	\$ 115,889,381	\$ 12,710,949	
% change	0%	10%	2%	-3%	1%	2%	12%	

	FYE 2021	FYE 2022	FYE 2023	FYE 2024	FYE 2025 Actual	FYE 2026 Budget	Variance to 2021	Comment
Salaries and wages	\$ 36,608,872	\$ 42,542,168	\$ 44,860,800	\$ 43,973,065	\$ 41,959,974	\$ 40,255,346	\$ 3,646,474	
Employee benefits	\$ 23,055,461	\$ 24,257,917	\$ 25,932,296	\$ 18,923,640	\$ 16,955,250	\$ 18,184,158	\$ (4,871,303)	
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Depreciation	\$ 4,172,841	\$ 4,160,976	\$ 5,221,472	\$ 5,209,724	\$ 5,086,781	\$ 5,005,846	\$ 833,005	
Other	\$ 7,320,944	\$ 8,916,502	\$ 5,385,698	\$ 7,565,282	\$ 9,061,006	\$ 9,209,991	\$ 1,889,047	Insurance & Utilities increased
Total operating expenses	\$ 103,178,432	\$ 113,231,553	\$ 114,996,754	\$ 111,968,250	\$ 117,090,074	\$ 115,889,381	\$ 12,710,949	
% change	0%	10%	2%	-3%	5%	-1%	12%	

CALL TO ORDER	Northern Inyo Healthcare District (NIHD) Finance Committee Chair Barrett called the meeting to order at 8:00 am.
PRESENT	<p>David McCoy Barrett, Finance Committee Chair Melissa Best-Baker, Finance Committee Vice-Chair</p> <p>Christian Wallis, Interim Chief Executive Officer Allison Partridge, Chief Operations Officer / Chief Nursing Officer Andrea Mossman, Chief Financial Officer</p>
TELECONFERENCING	Notice has been posted and a quorum participated from locations within the jurisdiction.
PUBLIC COMMENT	<p>Chair Barrett reported that at this time, audience members may speak on any items not on the agenda that are within the jurisdiction of the Board.</p> <p>There were no comments from the public.</p>
NEW BUSINESS	
MEETING MINUTES – MAY 21, 2025	<p>Chair Barrett called attention to the meeting minutes.</p> <p>Motion to approve May 21, 2025 meeting minutes: Best-Baker 2nd: Barrett Pass: 2-0</p>
FINANCIAL DASHBOARD	<p>CFO Mossman reviewed the May 2025 dashboard, highlighting:</p> <ul style="list-style-type: none">• Year-to-date operating margin improved slightly due to higher patient volumes in May.• Outpatient revenues remain above budget; inpatient volumes were steady.• Expenses in several areas exceeded budget, primarily due to increased contract labor and supply costs.• Days cash on hand remains below target but improved from the prior month due to better collections. <p>Committee members discussed monitoring labor costs closely and exploring strategies to improve cash reserves.</p> <p>A discussion ensued over what information to move forward to the full-board moving forward.</p>
CASH FLOW ACTION PLAN	<ul style="list-style-type: none">• Continued focus on timely billing and follow-up on outstanding accounts receivable.• Evaluating payment timing for large vendor invoices to improve monthly cash position.• Exploring additional revenue cycle initiatives to accelerate collections.

Wallis noted the importance of aligning the plan with upcoming capital needs.

BANKING OPTIONS

CEO Wallis reviewed the following information:

- Comparison of current bank fees and potential savings with alternate institutions.
- Discussion on risk diversification and maintaining relationships with multiple banks.

Motion to approve research of banking alternatives: Best-Baker

2nd: Barrett

Pass: 2-0

PURCHASING THRESHOLD LIMITS FOR LEADERS

CEO Wallis proposed revised purchasing thresholds for department leaders to streamline procurement while maintaining appropriate controls:

- Increase single-purchase approval authority for directors and managers within specified limits.
- CFO to monitor spending trends post-implementation.
Committee agreed with the revised limits as presented.

Motion to approve purchasing threshold limits for leaders: Best-Baker

2nd: Barrett

Pass: 2-0

FINANCIAL AND STATISTICAL REPORTS

Mossman reviewed June financial statements and statistical data:

- Operating revenues exceeded budget by 3% for the month.
- Salaries, wages, and benefits remained the largest expense category, trending above budget.
- Key volume metrics included growth in outpatient procedures and steady emergency department visits.

ADJOURNMENT

Adjournment at 10:14 am.

David Barrett
Northern Inyo Healthcare District
Finance Committee Chair

Attest: _____
Melissa Best-Baker
Northern Inyo Healthcare District
Finance Committee Vice-Chair



DATE: September 2025
TO: Board of Directors, Northern Inyo Healthcare District
FROM: Christian Wallis, Interim Chief Executive Officer
RE: Capital Items for Approval – FY 25/26

MEMORANDUM

Background

The Board-approved FY 25/26 operating budget included a dedicated capital expenditure allocation of \$2 million. To ensure these funds are deployed strategically, the executive team developed a prioritized list of capital items, organized by fiscal quarter, for Finance Committee review and approval.

Discussion

The items reflect priority needs identified through operational review, safety and compliance requirements, and alignment with the District's strategic objectives. The proposed expenditures fall within the \$2 million capital allocation and are sequenced to support timely project implementation and fiscal oversight.

The Committee's approval of the capital list will allow staff to initiate purchasing and contracting processes, ensuring necessary lead times are met and operational needs are addressed without delay.

Recommendation

It is recommended that the Finance & Audit Committee approve the FY 25/26 capital expenditure list as presented.

DESCRIPTION	Department	Category	Urgency	Estimated Savings or New Revenue Generated	ESTIMATE
Chemistry Analyzer	LAB	End of Life	2 - Emergent	\$17K / month savings in	\$400,000.00
APC UPS replacement (cooling)	IT&S	End of Life	2 - Emergent		\$9,610.00
Berkeley D&C	OR	End of Life	2 - Emergent		\$11,000.00
Campus signage	POM	End of Life	3 - Moderate		\$35,000.00
Clinic Ultrasound	Clinic	End of Life	1 - Critical	Unknown	\$120,000.00
Drager TCB	OB	Safety	1 - Critical		\$11,000.00
Dura Fold Furniture	MS & ED & Front Lobby	End of Life	1 - Critical		\$80,000.00
Echo	Echo	Financial Impact	2 - Emergent	\$2.2M over 5 years	\$132,000.00
Echo Table	Echo	Safety	1 - Critical	\$ -	\$15,000.00
Myosure	OR	Quality	2 - Emergent		\$25,500.00
Parking lot/handicap spot upgrades	POM	Safety	2 - Emergent		\$30,000.00
Phone System (hardware)	IT&S	End of Life	2 - Emergent		\$63,000.00
Viper extractor (floor cleaner) cex410 nil 5000545	POM	End of Life	3 - Moderate		\$4,109.00
Vital Sign portable	MS	Safety	3 - Moderate		\$4,100.00
IR Room 1 replacement	DI	End of Life	3 - Moderate	\$ -	\$190,000.00
Medical air compressor replacement (HCAI)	POM	End of Life	2 - Emergent		\$234,500.00
Accounting & Billing Office combo	Billing	Safety	4 - Low		\$11,000.00
Contingency for Break Fix	District				\$224,181.00
Domestic cold water skid (HCAI project)	POM	End of Life	2 - Emergent		\$225,000.00
Portable X-Ray	Radiology	End of Life	2 - Emergent	\$ -	\$135,000.00
Women's Clinic remodel	POM	Quality	2 - Emergent		\$40,000.00
Total Capital Budget					\$2,000,000.00
Total 1st Qtr					\$400,000.00
Total 2nd Qtr					\$540,319.00
Total 3rd Qtr					\$424,500.00
Total 4th Qtr					\$635,181.00
Contingency Spend					