

Board Meeting

Finance Committee Meeting - May 12, 2026

Agenda

Agenda 2

New Business

Finance Meeting Minutes - April 8, 2026 4
Banking Recommendations 8
Cash Flow Action Plan 9
Sierra Health Collaborative 11
Final Operational Budget 12
Final Capital Budget 16

Financial and Statistical Report

CFO - Report Financial Summary and Operational Insights - March 2026 17
NIHD Financial Summary March 2026 20
NIHD KPIs FYE March 2026 23
NIHD Finance Committee Update March 2026 25
NIHD Financial Statements March 2026 43



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

* Integrity * Innovate Vision * Stewardship * Teamwork *

NOTICE

NORTHERN INYO HEALTHCARE DISTRICT Board of Directors' Finance Committee Meeting

May 12, 2026 at 8:00 am

The Finance Committee will meet in person at 150 Pioneer Lane, Bishop CA 93514. 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/86114057527>

Webinar ID: 861 1405 7527

Passcode: 898843

PHONE CONNECTION:

(669) 444-9171

(253) 215-8782

Webinar ID: 861 1405 7527

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1. Call to Order at 8:00 am.
 2. Public Comment: At this time, members of the audience may speak only on items listed on this Notice. Each speaker is limited to a maximum of three (3) minutes, with a total of thirty (30) minutes for all public comments unless modified by the Chair. The Board is prohibited from discussing or taking action on items not listed on this Notice. Speaking time may not be transferred to another person, except when arrangements have been made in advance for a designated spokesperson to represent a large group. Comments must be brief, non-repetitive, and respectful.
 3. Old Business:
 - a) GO Bond Update – Information Item
 - b) Strategic Growth, Wipfli/Wold Update – Information Item
 - c) DPNF/Bishop Care Center Update – Information Item
 - d) Benchmarking Update – Information Item

4. New Business:
 - a) Approval of Meeting Minutes April 8, 2026 – Action Item
 - b) Banking Recommendations
 - i) Transfer Funds – Action Item
 - ii) Establish Business Sweep Account – Action Item
 - c) Cash Flow Action Plan – Information Item
 - d) Sierra Health Collaborative – Action Item
 - e) Final Operational Budget Review – Action Item
 - f) Final Capital Budget Review – Action Item
 - g) Financial and Statistical Report – Information Item
5. General Information from Board Members – Information Item
6. Adjournment

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

- CALL TO ORDER** Northern Inyo Healthcare District (NIHD) Finance Committee Chair Egan called the meeting to order at 9:07 am.
- PRESENT** Maggie Egan, Finance Committee Chair
Melissa Best-Baker, Finance Committee Vice-Chair

Christian Wallis, Chief Executive Officer
Allison Partridge, Chief Operations Officer / Chief Nursing Officer
Andrea Mossman, Chief Financial Officer
Alison Murray, Chief Human Resources Officer, Chief Business Development Officer
Patty Dickson, Compliance Officer
- TELECONFERENCING** Notice has been posted, and a quorum participated from locations within the jurisdiction.
- PUBLIC COMMENT** Finance Chair Egan reported that at this time, audience members may speak on any items not on the agenda that are within the jurisdiction of the Board.

Public Comment: None
- BUDGET UPDATE** CEO Wallis expressed, WE have finished the expense budget process and the revenue budget process. The next steps are to review both revenue and expense budgets next month and determine if/where we need to reduce expenses or add revenue. This is still on track for a May Board approval.

Public Comment: None

Board Discussion: None
- CAPITAL SPENDING** CFO Mossman presented an update on the capital spending plan, including the approved \$2 million capital budget and approximately \$843,000 spent to date. She reviewed completed and in-progress projects, identified approximately \$354,000 in funds available for reallocation, and noted increased costs for the medical air compressor replacement, while CNO/COO Partridge provided additional detail on equipment needs and replacement of diagnostic imaging machines.

Public Comment: None

Board Discussion:
Board members discussed flexibility to reallocate capital funds within the approved budget, expectations for quarterly reporting, and clarification that the approved capital budget serves as a framework rather than a fixed itemized list. There was general agreement to maintain oversight through regular updates rather than requiring additional approvals for each adjustment.

CEO Wallis introduced consultant Tom to present a comprehensive update on the district's general obligation (GO) bonds, including debt structure, repayment trends, and historical financial performance. The presentation highlighted issues with prior debt structuring, including escalating debt service exceeding assessed value growth, resulting in an estimated deficit that required operating funds to cover bond obligations.

The consultant also outlined corrective strategies, including stabilizing tax rates, separating bond-related funds from operational accounts, improving financial reporting and disclosures, and exploring refinancing options. Emphasis was placed on strengthening long-term financial sustainability and aligning practices with the expectations of credit rating agencies.

Public Comment: None

Board Discussion:

Board members discussed historical handling of bond accounts, including prior consolidation of funds, challenges in accessing older financial records, and the need to reestablish clear financial controls and transparency. There was also discussion of current efforts to isolate bond-related funds and improve tracking moving forward.

APPROVAL OF MEETING
MINUTES

Public Comment: None

Board Discussion: None

Motion by Best-Baker to approve meeting minutes from March 10, 2026
2nd: Egan
Pass: 2-0

ESEP CONTRACT

CEO Wallis presented information regarding the ESEP contract, outlining its purpose and role in supporting district operations and infrastructure planning. He provided an overview of the contract scope and how it aligns with current financial and operational priorities.

Public Comment: None

Board Discussion:

Board members discussed the contract's scope, its value to the organization, and how it fits within broader strategic and financial planning efforts.

Motion by Best-Baker to forward ESEP contract to the full board
2nd: Egan
Pass: 2-0

RURAL
TRANSFORMATION
PROGRAM

CEO Wallis presented an overview of the Rural Health Transformation Program, a state-supported initiative providing approximately \$233 million in funding for rural healthcare systems. He described ongoing efforts to collaborate with regional partners to submit a joint application focused on

projects such as EMR implementation, telehealth expansion, workforce recruitment and retention, and development of a clinically integrated network.

Public Comment: None

Board Discussion:

Board members discussed regional collaboration, eligibility requirements, and potential project priorities, including cross-state partnerships and long-term operational impacts. There was general interest in positioning the district competitively for available funding.

USDA RURAL HEALTH
TECHNICAL ASSISTANCE
PROGRAM

CEO Wallis presented information on the USDA Rural Health Technical Assistance Program, which was introduced through outreach from federal representatives. He explained that the program offers a no-cost comprehensive consultant review of hospital operations and provides access to potential low- or zero-interest financing options, including extended-term loans, to support identified improvements.

Public Comment: None

Board Discussion:

Board members discussed the potential value of participating in the program, including opportunities for external evaluation, financial support, and alignment with ongoing improvement efforts.

FINANCIAL AND
STATISTICAL REPORT

CEO Wallis presented the financial and statistical report, providing an overview of current financial performance, including revenue, expenses, and key operational metrics. The report highlighted ongoing efforts to stabilize finances, improve cash flow, and monitor performance indicators across departments.

Public Comment: None

Board Discussion: None

GENERAL INFORMATION
FROM BOARD MEMBERS

None

ADJOURNMENT

Adjournment at 9:50 am

Maggie Egan
Northern Inyo Healthcare District
Finance Committee Chair

Attest: _____
Melissa Best-Baker



DATE: May 2026
TO: Board of Directors, Northern Inyo Healthcare District
FROM: Andrea Mossman, CFO
RE: Banking Recommendations

MEMORANDUM

Background

A review of the district's banking relationship with Eastern Sierra Community Bank was conducted to evaluate opportunities to improve interest earnings while maintaining operational liquidity. The review identified options to better utilize idle cash balances through higher-yield accounts and enhanced cash management tools.

Discussion

Currently, approximately \$1.4 million is held in a low-interest account earning approximately 0.1%. These funds were previously maintained as collateral for a line of credit that has since been closed.

The bank has proposed strategies to improve returns, including transferring funds to a higher-yield account and implementing a Business Interest Sweep account. The proposed sweep account would maintain approximately \$2.4 million in operating funds, while automatically transferring excess balances into an interest-bearing account. This approach allows excess funds to earn higher interest while remaining accessible for operational needs.

Based on recent account activity, the District could have earned approximately \$22,360 in additional interest from December 2025 through February 2026 if both the higher-yield account and sweep structure had been in place.

Recommendations

It is recommended that the Board consider the following actions:

1. Transfer \$1.4 million from the current savings account to Five Star Bank to increase interest earnings.
2. Establish a Business Interest Sweep account to maintain a \$2.4 million operating balance, excess of \$2.4 million automatically swept into an interest-bearing account

Cash Flow Action Team Key Performance Indicators

Janai Lind, Director Revenue Cycle



 NORTHERN INYO HEALTHCARE DISTRICT

KPI's

	JORIE START	FY26 START	
	<u>Feb-25</u>	<u>Jul-25</u>	<u>Mar-26</u>
Charges	17,336,091	19,244,360	23,873,236
Payments	5,367,821	8,892,771	9,652,079
Average Daily Revenue (ADR)	605,992	617,892	744,942
Accounts Receivable (AR) Days	81.09	69.61	63
AR over 90 Days	34.91%	41.90%	32.31%
Discharged Not Final Billed Days (DNFB)	12.96	13.09	10.89
Clean Claim Rate	62.68%	55.93%	68.48%
Denials Rate - Claims	28.80%	26.59%	23.13%
Upfront Collections	\$71,773.70	\$60,205.03	\$84,468.36



DATE: May 2026
TO: Board of Directors, Northern Inyo Healthcare District
FROM: Christian Wallis, CEO
RE: Sierra Health Collaborative

MEMORANDUM

Background

The Sierra Health Collaboration is a regional partnership of five hospitals working together to improve healthcare delivery and operational efficiency. Participating organizations include Mammoth Hospital, Carson Tahoe Health, Tahoe Valley Health, Tahoe Forest Health District, and Marshall Hospital. The collaboration was formed to combine resources and align efforts across member hospitals, enabling them to work jointly on key initiatives.

Discussion

Through this collaboration, member hospitals work jointly on key initiatives such as peer review, radiology services, group purchasing, and Epic (electronic health record) optimization and support. Additional collaborative opportunities are identified over time as member organizations continue to work together and align on shared priorities.

Participation in the Sierra Health Collaboration requires an initial buy-in of \$50,000 and an ongoing annual contribution as a percentage of total revenue. For NIHD, the cost should be around \$20,000 to support shared infrastructure and collaborative efforts.

Recommendations

It is recommended that the Board consider joining the Sierra Health Collaboration. Potential benefits of participation include:

- Cost savings through group purchasing and shared services
- Access to shared expertise and best practices across member hospitals
- Improved clinical quality through peer review collaboration
- Enhanced efficiency and alignment in Epic optimization and support
- Strengthened regional partnerships and collaboration opportunities

Joining the collaboration would allow the organization to leverage collective resources and capabilities, supporting both operational efficiency and quality improvement initiatives.

Category	FYE 2022	FYE 2023	YOY % Change	FYE 2024	YOY % Change	FYE 2025	YOY % Change	2026 Projection	YOY % Change	2027 Budget	YOY % Change	5 year changes	Comments
Gross Revenue	\$ (181,893,425)	\$ (199,605,267)	10%	\$ (226,776,361)	14%	\$ (231,664,888)	2%	\$ (251,370,144)	9%	\$ (265,151,561)	5%	46%	Growth in inpatient and surgeries
Deductions	\$ 90,062,235	\$ 110,667,825	23%	\$ 122,164,272	10%	\$ 132,174,148	8%	\$ 137,007,894	4%	\$ 141,897,312	4%	58%	1% improvement to cash related to higher acuity and revenue cycle projects
Net Patient Revenue	\$ (91,831,191)	\$ (88,937,442)	-3%	\$ (104,612,089)	18%	\$ (99,490,740)	-5%	\$ (114,362,249)	15%	\$ (123,254,250)	8%	34%	
NR % of GR	50.5%	44.6%		46.1%		42.9%		45.5%		46.5%			
Misc Income	\$ (338,741)	\$ (297,186)	-12%	\$ (283,485)	-5%	\$ (271,670)	-4%	\$ (299,295)	10%	\$ (329,344)	10%	-3%	Growth due to hot breakfast
Net Operating Revenue	\$ (92,169,932)	\$ (89,234,628)	-3%	\$ (104,895,574)	18%	\$ (99,762,410)	-5%	\$ (114,661,545)	15%	\$ (123,583,593)	8%	34%	
Salaries & Wages	\$ 31,052,712	\$ 35,444,756	14%	\$ 38,674,815	9%	\$ 41,959,974	8%	\$ 44,274,211	6%	\$ 47,561,851	7%	53%	Annual Merit & COLA plus adding in full year of IT&S director, half a year of 365 coverage of security, and staff that have been short all year
Benefits	\$ 24,555,484	\$ 25,880,261	5%	\$ 19,011,137	-27%	\$ 17,224,990	-9%	\$ 17,828,389	4%	\$ 18,194,487	2%	-26%	% of wages
Contract Labor	\$ 10,082,428	\$ 9,178,958	-9%	\$ 6,024,606	-34%	\$ 5,390,001	-11%	\$ 3,979,464	-26%	\$ 3,041,103	-24%	-70%	Reduced in support services
Salaries, Wages, & Benefits	\$ 65,690,624	\$ 70,503,975	7%	\$ 63,710,558	-10%	\$ 64,574,966	1%	\$ 66,082,064	2%	\$ 68,797,442	4%	5%	
Physician Fees	\$ 15,768,722	\$ 16,738,812	6%	\$ 18,413,453	10%	\$ 19,350,587	5%	\$ 21,567,741	11%	\$ 23,475,122	9%	49%	New physician contracts
Other Professional Fees	\$ -	\$ 665,442	0%	\$ 466,963	-30%	\$ 172,000	-63%	\$ 164,702	-4%	\$ 164,702	0%	0%	
Professional Services	\$ 3,817,352	\$ 5,015,259	31%	\$ 3,957,130	-21%	\$ 4,014,152	1%	\$ 6,543,302	63%	\$ 6,928,002	6%	81%	Jorie increase (from collection fees)
Contract Services	\$ 516,218	\$ 605,928	17%	\$ 453,605	-25%	\$ 579,799	28%	\$ 667,643	15%	\$ 732,426	10%	42%	Pathology
Supplies	\$ 13,273,696	\$ 10,050,314	-24%	\$ 11,970,143	15%	\$ 13,780,782	15%	\$ 15,647,304	14%	\$ 16,277,150	4%	23%	
Rents & Leases	\$ 768,031	\$ 588,551	-23%	\$ (6,393)	-101%	\$ (26,556)	315%	\$ 78,091	-394%	\$ 327,467	319%	-57%	MRI rental (6 months)
Repairs & Maintenance	\$ 313,279	\$ 318,360	2%	\$ 1,679,506	428%	\$ 1,769,218	5%	\$ 1,682,932	-5%	\$ 2,150,974	28%	587%	Increase to general repairs & new maintenance contracts in lab with increases in facilities
Utilities	\$ 1,999,526	\$ 2,180,020	9%	\$ 2,013,079	-8%	\$ 2,143,138	6%	\$ 2,401,487	12%	\$ 2,789,249	16%	39%	Increases in electricity primarily - reasonable
Recruiting Fees	\$ 92,861	\$ 71,646	-23%	\$ 21,116	-71%	\$ 127,639	504%	\$ 22,510	-82%	\$ 262,000	1064%	182%	Physician recruitments & positions that are hard to fill
Legal Fees	\$ 720,000	\$ 558,361	-22%	\$ 269,712	-52%	\$ 920,702	241%	\$ 1,351,506	47%	\$ 877,215	-35%	22%	Decrease due to MOU in 2026
Audit & Reporting Fees	\$ 209,752	\$ 345,364	65%	\$ 218,424	-37%	\$ 225,586	3%	\$ 182,020	-19%	\$ 220,000	21%	5%	Wipfli engagements
Collection Fees	\$ 211,364	\$ 211,847	0%	\$ 759,488	259%	\$ 1,279,265	68%	\$ 1,076,409	-16%	\$ 780,000	-28%	269%	Moved some to professional fees
Cerner Fees	\$ 1,722,269	\$ 523,943	-70%	\$ 0	-100%	\$ 4,801	5333978%	\$ 0	-100%	\$ 0	0%	-100%	Resides on balance sheet
Marketing	\$ 87	\$ -	-100%	\$ 8,374	0%	\$ 221,745	2548%	\$ 342,876	55%	\$ 420,387	23%	482217%	Planned increase to promote services
Consultant Fees	\$ 78,699	\$ 193,062	145%	\$ 42,936	-78%	\$ 76,542	78%	\$ 117,065	53%	\$ 205,000	75%	160%	Planned increase for ongoing projects
Credentialing Fees	\$ -	\$ -	0%	\$ 6,244	0%	\$ 6,147	-2%	\$ 8,999	46%	\$ 10,000	11%	0%	
Dues & Licenses	\$ 670,946	\$ 626,629	-7%	\$ 607,172	-3%	\$ 473,539	-22%	\$ 464,187	-2%	\$ 470,265	1%	-30%	
Subscriptions	\$ 2,709	\$ 241,887	8829%	\$ 346,370	43%	\$ 696,416	101%	\$ 878,051	26%	\$ 1,676,699	91%	61797%	RingCentral, Microsoft, OneContent Upgrade.
Travel & Education	\$ 55,453	\$ 83,084	50%	\$ 106,119	28%	\$ 134,329	27%	\$ 74,419	-45%	\$ 190,896	157%	244%	
Insurance	\$ 674,333	\$ 852,400	26%	\$ 1,206,643	42%	\$ 1,144,707	-5%	\$ 1,298,607	13%	\$ 1,358,182	5%	101%	
Interest Expense	\$ 2,300,027	\$ 2,533,082	10%	\$ 3,143,019	24%	\$ 2,202,380	-30%	\$ 2,044,167	-7%	\$ 2,052,812	0%	-11%	
Other Expenses	\$ 1,033,624	\$ (1,009,787)	-198%	\$ 580,711	-158%	\$ 233,323	-60%	\$ (62,680)	-127%	\$ 200,437	-420%	-81%	
Depreciation & Amortization	\$ 4,134,640	\$ 5,212,693	26%	\$ 5,209,726	0%	\$ 5,187,698	0%	\$ 5,722,043	10%	\$ 5,790,398	1%	40%	
Total Expenses	\$ 114,054,212	\$ 117,110,871	3%	\$ 115,184,097	-2%	\$ 119,292,904	4%	\$ 128,355,445	8%	\$ 136,156,825	6%	19%	
Other Operating (Income) / Loss	\$ 21,884,280	\$ 27,876,243	27%	\$ 10,288,523	-63%	\$ 19,530,494	90%	\$ 13,693,901	-30%	\$ 12,573,232	-8%	-43%	
Supplemental Income	\$ (16,693,591)	\$ (11,942,146)	-28%	\$ (10,852,544)	-9%	\$ (15,597,714)	44%	\$ (8,287,649)	-47%	\$ (8,301,726)	0%	-50%	
Bond Amortization	\$ 302,803	\$ 73,430	-76%	\$ 73,930	1%	\$ 71,180	-4%	\$ 67,512	-5%	\$ 67,512	0%	-78%	
340B Program	\$ (443,527)	\$ (335,436)	-24%	\$ (739,173)	120%	\$ (677,754)	-8%	\$ (816,022)	20%	\$ (1,048,390)	28%	136%	Using Jeff's updated budget (20% dispensing fee)
Misc Non-Operating Income	\$ (3,983,075)	\$ (5,102,863)	28%	\$ (4,501,983)	-12%	\$ (8,312,919)	85%	\$ (11,377,189)	37%	\$ (6,997,377)	-38%	76%	
Other Non-Operating Income	\$ (20,817,390)	\$ (17,307,015)	-17%	\$ (16,019,770)	-7%	\$ (24,517,207)	53%	\$ (20,413,347)	-17%	\$ (16,279,980)	-20%	-22%	
Net (Income) / Loss	\$ 1,066,889	\$ 10,569,228	891%	\$ (5,731,246)	-154%	\$ (4,986,714)	-13%	\$ (6,719,446)	35%	\$ (3,706,748)	-45%	-447%	

Category	Account No	Account	Calendar Days											
			Net (Income) / Loss		891%		-154%		-13%		365		-45%	
			FYE 2022	FYE 2023	FYE 2022	FYE 2023	FYE 2022	FYE 2023	FYE 2022	FYE 2023	FYE 2022	FYE 2023	FYE 2022	FYE 2023
			1,066,889.48	10,569,227.76	(5,731,246.20)	(4,986,713.81)	(6,719,446.30)	(3,706,748.21)						
Gross Revenue	300100	Inpatient Patient Revenue	(38,128,565.72)	(36,784,193.33)	-4%	(41,350,076.74)	12%	(41,966,660.94)	1%	(48,794,627.90)	16%	(51,278,683.78)	5%	(2,484,055.88)
Gross Revenue	300101	Outpatient Revenue	(129,361,045.51)	(145,867,602.89)	13%	(166,037,287.05)	14%	(166,541,415.12)	0%	(178,707,035.72)	7%	(189,408,935.37)	6%	(10,701,899.65)
Gross Revenue	300102	Clinic Revenue	(14,406,706.48)	(16,953,471.06)	18%	(19,388,997.14)	14%	(21,078,587.63)	9%	(23,857,669.83)	13%	(24,442,005.27)	2%	(584,335.44)
Misc Income	300110	Interest on Patient Account	(31,847.36)	(57,259.98)	80%	(81,414.18)	42%	(52,536.69)	-35%	(52,246.77)	-1%	(54,809.00)	5%	(2,562.24)
Misc Income	350100	Incentive Income	(1,974.39)	-	-100%	-	0%	(4,303.55)	0%	-	-100%	-	0%	-
Misc Income	380500	Employee Meals	(145,171.16)	(182,509.86)	26%	(192,887.75)	6%	(211,356.85)	10%	(245,634.93)	16%	(273,118.55)	11%	(27,483.62)
Misc Income	380600	Visitor Meals	(996.88)	(184.31)	-82%	-	-100%	(685.00)	0%	-	-100%	-	0%	-
Misc Income	380700	Drugs Sold Non-Patient	(10,122.55)	(12,088.24)	19%	(2,204.08)	-82%	(353.25)	-84%	(1,413.59)	300%	(1,413.59)	0%	(2.40)
Misc Non-Operating Income	380900	Bond/ Tax Payer Bond Support	(2,369,523.15)	(2,202,159.00)	-7%	(2,062,671.52)	-6%	(2,170,207.05)	5%	(2,867,220.09)	32%	(3,003,275.58)	5%	(136,055.49)
Misc Non-Operating Income	381000	Tax Payer General Support	(830,304.95)	(803,713.34)	-3%	(1,092,860.23)	36%	(987,049.48)	-10%	(1,228,808.61)	24%	(1,287,118.11)	5%	(58,309.49)
Misc Non-Operating Income	381300	Fin Chgs-Patient AR - Int (Income)/Expense-Payers	1,022.08	-	-100%	-	0%	-	0%	-	0%	-	0%	-
Misc Non-Operating Income	381400	Purchase Discounts - Other Incm	-	-	0%	-	0%	(144.57)	0%	-	-100%	-	0%	-
Misc Non-Operating Income	381600	Refunds-Rebates - Other Incm	(314,687.23)	(41,791.79)	-87%	(376,954.20)	802%	(506,495.67)	34%	(240,317.51)	-53%	(251,721.06)	5%	(11,403.56)
Misc Non-Operating Income	381700	Med Rec Fees - Med Rec Fee	(3,318.85)	(19,214.56)	479%	(2,085.26)	-89%	(1,362.27)	-35%	(1,618.52)	19%	(1,621.27)	0%	(2.75)
Misc Non-Operating Income	381900	Comm Health Educatio - Other Incm	(670.00)	(1,063.50)	59%	(290.00)	-73%	-	-100%	(247.77)	0%	(248.19)	0%	(0.42)
Misc Non-Operating Income	382000	Other Oper Rev - Insv Rev	(16,140.00)	(2,008.50)	-88%	(2,232.00)	11%	(2,478.00)	11%	(2,225.30)	-10%	(2,229.08)	0%	(3.78)
Misc Non-Operating Income	382100	Other Oper Rev - Xerox Copies	(13.42)	(14.86)	11%	-	-100%	-	0%	(6.66)	0%	(6.67)	0%	(0.01)
Supplemental Income	382400	Hosp Quality Assure Rev Fund Receipts	(973,435.53)	(644,244.58)	-34%	(1,161,549.98)	80%	(995,015.52)	-14%	(377,964.00)	-62%	(378,606.02)	0%	(642.02)
Supplemental Income	382500	Other Deduction - Gain Prgrm Reim	(3,346,654.39)	-	-100%	(16,634.78)	0%	-	-100%	-	0%	-	0%	-
Misc Income	382600	Other Oper Rev - Rehab Thera Serv	(148,628.91)	(45,143.98)	-70%	(6,978.69)	-85%	(2,434.65)	-65%	-	-100%	-	0%	-
Supplemental Income	382700	Other Oper Rev Grants Oth Program Rev	(12,373,500.77)	(2,077,062.42)	-83%	(87,270.00)	-96%	(133,663.39)	53%	(56,491.00)	-58%	(56,586.96)	0%	(95.96)
Supplemental Income	382750	Other Oper Rev - IGT	-	-	0%	(9,587,089.19)	0%	(14,469,035.16)	51%	(7,853,193.60)	-46%	(7,863,533.27)	0%	(13,339.67)
Misc Non-Operating Income	382800	Other Oper Rev - Prov Appl Fee	(12,000.00)	(8,200.00)	-32%	(9,875.00)	20%	(6,300.00)	-36%	(9,409.88)	49%	-	-100%	9,409.88
Misc Non-Operating Income	382900	Other Oper Rev - Misc Incm	(3,751.16)	(7,940.78)	112%	(32,268.18)	306%	(1,391.94)	-96%	(14,132.56)	915%	(17,906.56)	27%	(3,774.01)
Misc Non-Operating Income	383100	Other Deduction - M/Cal Newly Eligible OP Income	(201.00)	(68.00)	-66%	(1,228.00)	1706%	(443.72)	-64%	(6.00)	-99%	(6.01)	0%	(0.01)
Misc Non-Operating Income	383200	Other Deductions-Prop 56 from Tobacco Taxes	(24,767.10)	(18,563.66)	-25%	-	-100%	-	0%	-	0%	-	0%	-
Misc Non-Operating Income	390100	Misc Non-Patient Revenue	(103,394.19)	(130,109.32)	26%	(9,008.95)	-93%	(33,643.64)	273%	(35,172.80)	5%	(35,096.53)	0%	76.27
Misc Non-Operating Income	390200	Misc Nonpatient Revenue - Foundation	-	-	0%	(4,319.76)	0%	-	-100%	-	0%	-	0%	-
Deductions	500100	Contractual Adjustment	78,852,925.44	(2,400,457.36)	-103%	-	-100%	-	0%	-	0%	-	0%	-
Deductions	500102	Contractual Adjustment - Blue Cross	-	12,870,335.77	25%	16,049,958.16	25%	16,024,418.29	0%	19,156,787.00	20%	19,840,437.58	4%	683,650.58
Deductions	500103	Contractual Adjustment - Commercial	-	3,413,162.29	0%	(1,646,242.74)	-148%	(1,982,617.98)	20%	(386,608.64)	-81%	(400,405.59)	4%	(13,796.95)
Deductions	500104	Contractual Adjustment - Medi-Cal	-	30,101,104.58	-59%	12,456,467.26	-59%	8,112,662.49	-35%	8,059,561.19	-1%	8,347,183.73	4%	287,622.54
Deductions	500105	Contractual Adjustment - Medi-Cal Manage Care	-	8,270,577.86	0%	29,985,154.47	263%	28,820,031.16	-4%	28,109,411.92	-2%	29,112,555.91	4%	1,003,143.99
Deductions	500106	Contractual Adjustment - Medicare	-	35,294,596.56	0%	43,443,681.29	23%	54,009,276.95	24%	57,729,884.06	7%	59,790,097.43	4%	2,060,213.36
Deductions	500107	Contractual Adjustment - Medicare Advantage	-	3,349,525.69	0%	8,028,698.72	140%	10,842,600.74	35%	11,960,365.49	10%	12,387,196.50	4%	426,831.01
Deductions	500108	Contractual Adjustment - Self Pay	-	-	0%	-	0%	-	0%	-	0%	-	0%	-
Deductions	500109	Contractual Adjustment - Others	-	3,462,641.85	0%	3,826,125.53	10%	2,954,660.16	-23%	3,872,754.78	31%	4,010,962.25	4%	138,207.47
Deductions	500110	Prior Year Contractual Adjustment	-	-	0%	-	0%	(656,544.00)	0%	-	-100%	-	0%	-
Deductions	500115	Other Deduction - AB915 Funds	(1,376,622.75)	-	-100%	-	0%	-	0%	-	0%	-	0%	-
Deductions	500200	Contractual Adjustments- Legacy	6,392,730.49	(160,313.34)	-103%	84,531.90	-153%	(21,437.83)	-125%	(91,862.48)	329%	(95,140.78)	4%	(3,278.31)
Deductions	510100	Bad Debt Expense	9,649,260.21	11,499,362.66	19%	2,141,877.37	-81%	6,905,926.92	222%	5,506,507.96	-20%	5,703,019.38	4%	196,511.42
Deductions	510101	Bad Debt Recovery	(66,987.39)	(115,567.93)	73%	(206,385.02)	79%	(219,318.94)	6%	(401,822.59)	83%	(416,162.48)	4%	(14,339.89)
Deductions	511100	Free Care Writeoff	340,137.55	392,141.38	15%	13,662.27	-97%	7,344.62	-46%	23,803.45	224%	24,652.93	4%	849.48
Deductions	511200	Indigent Care Writeoff	58,975.32	(782.05)	-101%	(2.78)	-100%	-	-100%	-	0%	-	0%	-
Deductions	512100	Small Balance Writeoff	6,119.21	1,730.02	-72%	-	-100%	(0.01)	0%	-	-100%	-	0%	-
Deductions	513000	AR Adjustments	2,185,258.97	4,222,312.43	93%	4,699,480.38	11%	7,072,779.48	51%	3,858,051.86	-45%	3,995,734.63	4%	137,682.76
Deductions	519100	Misc Writeoff	445,656.37	524,620.97	18%	790,083.32	51%	1,680,952.53	113%	1,381,607.31	-18%	1,430,912.90	4%	49,305.59
Deductions	540100	Medicare Settlement Income/Expense	(6,401,179.65)	(57,166.04)	-99%	2,497,235.00	-4468%	(1,376,586.45)	-155%	(1,770,546.98)	29%	(1,833,732.70)	4%	(63,185.72)
Deductions	541100	Medicaid Settlement Income/Expense	-	-	0%	(53.22)	0%	-	-100%	-	0%	-	0%	-
Deductions	542100	Disproportionate Share Income/Loss	(24,039.25)	-	-100%	-	0%	-	0%	-	0%	-	0%	-
Salaries & Wages	600000	Salary - General	50,443.48	2,831,475.21	5513%	(0.17)	-100%	-	-100%	(0.00)	0%	-	-100%	0.00
Salaries & Wages	600100	Salary - Management	4,383,019.14	6,356,231.91	45%	6,559,837.97	3%	6,959,212.56	6%	7,609,387.73	9%	8,355,918.93	10%	746,531.20
Salaries & Wages	600150	Salary - Management non-productive	-	-	0%	918,768.46	0%	1,146,203.67	25%	907,727.72	-21%	720,972.84	-21%	(186,754.88)
Salaries & Wages	600300	Salary - APP	1,802,635.05	1,742,739.46	-3%	1,467,924.74	-16%	1,586,121.23	8%	1,948,356.17	23%	2,165,099.16	11%	216,743.00
Salaries & Wages	600350	Salary - APP - non-productive	-	-	0%	230,088.76	0%	232,211.43	1%	182,002.72	-22%	133,052.61	-27%	(48,950.11)
Salaries & Wages	600400	Wages - Environment	2,058,662.11	2,189,392.86	6%	2,277,021.34	4%	2,545,439.94	12%	2,480,390.32	-3%	2,508,352.51	1%	27,962.19
Salaries & Wages	600450	Wages - Environment - non-productive	-	-	0%	309,129.90	0%	345,547.07	12%	283,915.28	-18%	279,040.21	-2%	(4,875.07)
Salaries & Wages	600500	Wages - RN	7,394,632.81	7,927,067.50	7%	9,344,329.29	18%	10,433,997.14	12%	10,707,059.05	3%	11,396,243.39	6%	689,184.34
Salaries & Wages	600550	Wages - RN non-productive	-	-	0%	1,475,526.29	0%	1,525,351.55	3%	1,623,190.58	6%	1,648,301.71	2%	25,111.13
Salaries & Wages	600600	Wages - LVN	616,920.88	645,270.38	5%	575,830.42	-11%	626,138.84	9%	758,366.56	21%	809,304.74	7%	50,938.19
Salaries & Wages	600650	Wages - LVN non-productive	-	-	0%	93,773.33	0%	105,283.62	12%	116,851.54	11%	116,392.46	0%	(459.08)
Salaries & Wages	600700	Wages - Tech	8,756,064.83	8,208,652.57	-6%	7,914,714.62	-4%	8,551,193.32	8%	9,408,303.07	10%	11,039,124.67	17%	1,630,821.60
Salaries & Wages	600750	Wages - Tech non-productive	-	-	0%	1,325,470.09	0%	1,374,994.61	4%	1,374,721.75	0%	1,251,646.23	-9%	(123,075.52)
Salaries & Wages	600800	Wages - Aide & Orderly	1,158,372.17	1,108,532.52	-4%	1,327,700.40	20%	1,399,829.24	5%	1,462,562.50	4%	1,510,606.50	3%	48,043.99
Salaries & Wages	600850	Wages - Aide & Orderly non-productive	-	-	0%	192,861.29	0%	190,806.35	-1%	184,280.14	-3%	174,427.77	-5%	(9,852.37)
Salaries & Wages	600900	Wages - Clerk	4,831,961.66	4,435,393.49	-8%	4,087,373.14	-8%	4,364,591.24	7%	4,655,357.13	7%	4,949,951.71	6%	293,558.58
Salaries & Wages	600950	Wages - Clerk non-productive	-	-	0%	574,465.17	0%	573,052.65	0%	571,738.37	0%	504,451.57	-12%	(67,286.80)
Benefits	610300	Group Insurance Expense	129,564.53	155,009.44	20%	80,399.79	-48%	134,50						

Dues & Licenses	702100	Licenses	8,915.17	41,635.52	367%	42,528.55	2%	34,492.05	-19%	60,715.93	76%	52,635.26	-13%	(8,080.67)
Travel & Education	703100	Travel/Education Expense	55,350.03	83,053.00	50%	105,721.00	27%	133,314.76	26%	63,378.21	-52%	179,855.15	184%	116,476.94
Physician Fees	705000	Pro Fees - Physicians	14,754,514.51	16,010,789.41	9%	17,564,138.31	10%	18,294,471.45	4%	20,525,406.36	12%	22,416,718.79	9%	1,891,312.43
Consultant Fees	705100	Pro Fees - Consultation	78,699.29	193,061.69	145%	42,936.45	-78%	76,542.32	78%	117,065.47	53%	205,000.00	75%	87,934.53
Legal Fees	705300	Pro Fees - Legal	720,000.00	557,065.85	-23%	269,711.70	-52%	866,982.00	221%	1,336,460.80	54%	872,160.40	-35%	(464,300.40)
Audit & Reporting Fees	705400	Pro Fees - Audit & Reporting Fees	209,752.25	345,364.17	65%	218,424.01	-37%	225,585.82	3%	182,020.44	-19%	220,000.00	21%	37,979.56
Other Professional Fees	705600	Pro Fees - Other	-	665,441.58	0%	466,963.15	-30%	172,000.26	-63%	164,701.73	-4%	164,701.73	0%	-
Contract Labor	710100	Contract Labor - Consultant	28,459.56	3,369.19	-88%	244,676.25	7162%	332,865.30	36%	329,506.71	-1%	110,251.97	-67%	(219,254.74)
Contract Labor	711010	Contract Labor - RN	5,450,256.59	6,608,674.79	21%	3,075,540.12	-53%	1,821,025.59	-41%	965,651.13	-47%	1,081,016.44	-12%	115,365.31
Contract Labor	711020	Contract Labor - Therapist	194,801.76	404,060.52	107%	611,349.61	51%	732,904.17	20%	489,044.86	-33%	1,275,675.06	161%	786,630.21
Contract Labor	711030	Contract Labor - Other	4,408,910.28	2,162,853.93	-51%	2,093,039.85	-3%	2,503,206.36	20%	2,195,261.51	-12%	574,160.00	-74%	(1,621,101.51)
Contract Services	710200	Contract Services	84,353.29	231,690.83	175%	115,460.49	-50%	212,582.35	84%	225,650.60	6%	357,735.12	59%	132,084.52
Contract Services	710300	Reference Labs	-	-	0%	-	0%	-	0%	398,059.36	0%	361,334.42	-9%	(36,724.94)
Contract Services	711250	Patient Transport Service	-	-	0%	-	0%	8,614.58	0%	-	-100%	-	0%	-
Professional Services	711300	Other Professional Service	3,817,352.08	5,015,258.91	31%	3,957,130.33	-21%	4,014,151.51	1%	6,543,301.88	63%	6,928,002.03	6%	384,700.15
Collection Fees	712100	Collection Fee	211,364.12	211,846.52	0%	759,487.50	259%	1,279,264.97	68%	1,076,409.22	-16%	780,000.00	-28%	(296,409.22)
Contract Services	712110	Medical Service	431,864.37	374,237.28	-13%	338,144.91	-10%	358,602.55	6%	43,933.37	-88%	13,356.53	-70%	(30,576.85)
Credentialing Fees	712120	Credentialing	-	-	0%	6,244.38	0%	6,147.34	-2%	8,998.77	46%	10,000.00	11%	1,001.23
Supplies	720100	Chargeable Supply Expense	2,352,393.55	3,114,189.11	32%	3,313,257.15	6%	2,808,003.17	-15%	(1,304,683.19)	-146%	4,151,823.34	-418%	5,456,506.53
Supplies	720110	Sutures and Surgical Needles	5,830.85	7,289.25	25%	15,913.79	118%	31,386.86	97%	21,945.28	-30%	113,757.59	418%	91,812.30
Supplies	720120	Surgical Packs and Sheets	465.86	(55.48)	-112%	6,491.63	-11801%	6,374.60	-2%	(3,559.43)	-156%	11,813.88	-432%	15,373.31
Supplies	720130	General Surgical Supplies	39,151.06	(62,710.33)	-260%	473,052.11	-854%	395,692.61	-16%	516,525.54	31%	684,740.46	33%	168,214.92
Supplies	720140	Anesthetic Materials	15,285.74	14,423.24	-6%	15,049.15	4%	16,301.45	8%	13,553.35	-17%	21,567.71	59%	8,014.36
Supplies	720150	Oxygen & Other Medical Gases	120,875.11	95,165.08	-21%	121,982.45	28%	124,673.09	2%	125,937.55	1%	419,208.85	233%	293,271.30
Supplies	720160	IV Solutions	57,242.47	82,341.54	44%	64,075.52	-22%	9,279.10	-86%	(53.82)	-101%	-	-100%	53.82
Supplies	720165	Blood supplies	-	-	0%	115,126.96	0%	79,249.00	-31%	90,008.74	14%	90,000.00	0%	(8.74)
Supplies	720170	Pharmaceuticals	4,247,301.31	3,749,846.07	-12%	4,984,445.40	33%	4,560,723.27	-9%	5,156,570.42	13%	4,532,841.87	-12%	(623,728.55)
Supplies	720180	Radiology Films	822.06	2,354.20	186%	996.50	-58%	239.21	-76%	183.42	-23%	14,321.23	7708%	14,137.81
Supplies	720190	Other Medical Center Materials	1,437,192.12	1,524,009.80	6%	1,075,700.10	-29%	1,207,198.45	12%	673,374.70	-44%	1,063,352.33	58%	389,977.63
Supplies	720200	Food - Meat, Fish & Poultry	92,468.08	77,230.50	-16%	24,122.38	-69%	-	-100%	-	0%	-	0%	-
Supplies	720210	Food - Other	289,537.01	320,826.89	11%	384,324.07	20%	338,438.89	-12%	365,762.42	8%	470,414.04	29%	104,651.62
Supplies	720220	Linens & Bedding	19,997.48	29,197.15	46%	32,758.90	12%	30,221.81	-8%	36,960.85	22%	45,087.28	22%	8,126.42
Supplies	720230	Cleaning Supplies	145,604.62	38,054.06	-74%	39,432.47	4%	43,206.89	10%	56,332.04	30%	79,896.80	42%	23,564.75
Supplies	720240	Employee Wearing Apparel	49,039.97	17,742.21	-64%	18,891.82	6%	27,734.31	47%	44,060.32	59%	60,696.22	38%	16,635.90
Supplies	720250	Instruments & Minor Medical Equipment	12,161.18	(139,727.61)	-1249%	(211,536.69)	51%	(124,877.61)	-41%	(153,634.42)	23%	(117,003.04)	-24%	36,631.39
Supplies	720260	Other Minor Equipment	206,081.58	117,195.60	-43%	20,394.36	-83%	44,621.69	119%	9,951.02	-78%	144,663.03	1354%	134,712.02
Supplies	720270	Other Non-Medical Supplies	2,642,633.35	2,451,932.89	-7%	2,056,351.19	-16%	2,010,723.95	-2%	2,030,833.85	1%	2,237,102.01	10%	206,268.16
Supplies	720280	Implants - Ocular	2,260.61	10,791.35	377%	27,603.46	156%	1,236.78	-96%	(1,958.44)	-258%	18,012.35	-1020%	19,970.79
Supplies	720300	Implants - Other	271,860.97	107,264.30	-61%	292,236.03	172%	96,136.32	-67%	5,795,766.04	5929%	454,610.04	-92%	(5,341,156.01)
Supplies	720310	Prosthesis	(3,595.40)	-	-100%	-	0%	5.41	0%	549.03	10048%	-	-100%	(549.03)
Supplies	720320	Radioactive	35,396.27	46,936.88	33%	173,527.49	270%	148,140.01	-15%	166,151.82	12%	134.89	-100%	(166,016.93)
Supplies	720330	Moving Expenses	-	3,347.21	0%	11,013.82	229%	6,975.47	-37%	-	-100%	5,196.99	0%	5,196.99
Supplies	725100	Non-Chargeable Supply Expense	22,282.13	16,927.79	-24%	5,254.22	-69%	64,022.03	1118%	47,471.33	-26%	163,064.20	244%	115,592.87
Supplies	726000	Grounds Supply Expense	47,537.00	55,695.79	17%	3,921.14	-93%	6,193.83	58%	2,796.25	-55%	12,450.53	345%	9,654.27
Supplies	727050	Office Equipment	-	-	0%	-	0%	-	0%	141,634.33	0%	130,104.77	-8%	(11,529.56)
Supplies	727100	Office Supplies	552,664.52	174,401.80	-68%	95,666.99	-45%	72,177.56	-25%	58,707.19	-19%	87,076.85	48%	28,669.65
Supplies	727150	Printing Fees	-	-	0%	4,344.34	0%	5,965.71	37%	3,537.47	-41%	7,597.08	115%	4,059.61
Supplies	728100	Equipment Expense	934.85	-	-100%	28,727.03	0%	74,248.82	158%	143,906.22	94%	84,500.76	-41%	(59,405.46)
Supplies	729100	Purchasing Discount	(5,617.16)	(1,498.92)	-73%	(1,058.65)	-29%	(4,045.83)	282%	(14,446.57)	257%	(1,261.50)	-91%	13,185.07
Supplies	729200	Postage/Freight	80,446.54	-	-100%	3,930.56	0%	17,876.73	355%	15,415.18	-14%	19,826.38	29%	4,411.20
Supplies	729250	Inventory Adjustments - Physical Count	-	(2,154,651.57)	0%	(1,820,886.55)	-15%	817,937.78	-145%	817,381.63	0%	304,351.96	-63%	(513,029.67)
Supplies	729300	Misc. Expenses	23,493.22	(142,529.07)	-707%	20,979.34	-115%	233,611.42	1014%	15,952.17	-93%	67,200.72	321%	51,248.54
Dues & Licenses	730100	Dues and Subscriptions	477,750.76	409,368.50	-14%	473,452.60	16%	331,756.91	-30%	291,243.88	-12%	337,562.23	16%	46,318.35
Subscriptions	730150	Software & Subscriptions	1,796.00	240,974.08	13317%	346,370.18	44%	696,415.88	101%	878,051.50	26%	1,676,698.95	91%	798,647.45
Dues & Licenses	730200	Licenses and Taxes	93,968.11	122,500.84	30%	79,609.14	-35%	64,386.92	-19%	65,548.43	2%	64,699.06	-1%	(849.37)
Supplies	730300	Sales Tax	511,845.17	494,324.27	-3%	400,558.77	-19%	416,124.24	4%	515,611.46	24%	526,088.13	2%	10,476.67
Supplies	730350	Freight	-	-	0%	173,360.51	0%	214,172.70	24%	233,215.76	9%	351,912.36	51%	118,696.60
Recruiting Fees	730400	Recruiting	92,860.99	71,646.23	-23%	21,115.56	-71%	127,639.00	504%	22,509.60	-82%	262,000.00	1064%	239,490.40
Physician Fees	730500	Physician Related Expense	1,014,207.92	728,022.37	-28%	849,314.71	17%	1,056,115.21	24%	1,042,334.38	-1%	1,058,403.57	2%	16,069.20
Insurance	740100	Insurance - General Liability	1,325.00	1,009.00	-24%	1,293.99	28%	2,921.19	126%	3,245.54	11%	63,753.79	1864%	60,508.25
Insurance	740200	Insurance - Malpractice	460,207.95	600,147.13	30%	853,073.05	42%	793,006.26	-7%	971,095.23	22%	971,095.23	0%	-
Insurance	740600	Insurance - Workers' Comp	604.46	287.96	-52%	-	-100%	-	0%	-	0%	-	0%	-
Insurance	740900	Insurance - Other	212,195.10	250,956.00	18%	352,275.68	40%	348,779.51	-1%	324,266.60	-7%	323,333.27	0%	(933.33)
Depreciation & Amortization	750100	Depreciation Expense - Buildings and Improvements	2,457,272.00	2,518,186.45	2%	2,537,644.79	1%	2,546,158.49	0%	3,018,441.91	19%	3,018,441.91	0%	-
Depreciation & Amortization	751100	Depreciation Expense - Fixed Equipment	212,793.82	154,081.83	-28%	158,975.02	3%	159,394.89	38%	319,845.81	46%	319,845.81	0%	-
Depreciation & Amortization	751200	Depreciation Expense - Major Movable Equipment	1,311,751.92	896,934.76	-32%	753,988.93	-16%	762,073.17	1%	797,681.06	5%	877,449.17	10%	79,768.11
Depreciation & Amortization	751300	Depreciation Expense - Land Improvements	23,488.33	9,940.23	-58%	4,260.24	-57%	4,248.60	0%	4,248.60	0%	4,248.60	0%	-
Depreciation & Amortization	751400	Depreciation Expense - Cerner	94,946.84	106,802.65	12%	107,095.26	0%	106,802.65	0%	106,802.65	0%	106,802.65	0%	-

Interest Expense	756200	Interest-2021B Taxable Refunding Revenue Bond	106,700.83	243,629.50	128%	257,943.90	6%	204,694.81	-21%	202,400.00	-1%	202,400.00	0%	-
Bond Amortization	756300	Issuance Costs - 2021A & 2021B Refunding Revenue Bonds	268,337.50	4,500.00	-98%	5,000.00	11%	2,250.00	-55%	-	-100%	-	0%	-
Bond Amortization	756400	Amortization - Deferred Outflow - Bond Refunding	34,465.08	68,930.16	100%	68,930.28	0%	68,930.24	0%	67,512.24	-2%	67,512.24	0%	-
Repairs & Maintenance	760100	Repairs/Maintenance	306,683.21	281,060.01	-8%	503,250.34	79%	614,578.93	22%	536,673.35	-13%	661,920.61	23%	125,247.25
Repairs & Maintenance	760200	Landscaping	-	-	0%	54,392.50	0%	58,560.56	8%	69,820.84	19%	70,165.84	0%	345.00
Repairs & Maintenance	760300	Maintenance Contracts	-	-	0%	1,117,310.17	0%	1,091,249.54	-2%	1,071,551.47	-2%	1,416,490.86	32%	344,939.40
Repairs & Maintenance	760400	Fleet Maintenance	-	-	0%	1,992.73	0%	4,428.49	122%	4,886.31	10%	2,396.57	-51%	(2,489.74)
Utilities	770100	Utilities Electric	1,057,092.07	1,214,908.48	15%	1,184,501.54	-3%	1,164,410.62	-2%	1,354,226.37	16%	1,619,025.15	20%	264,798.78
Utilities	770200	Utilities Water	30,366.04	29,719.84	-2%	33,902.61	14%	32,493.46	-4%	35,779.62	10%	39,241.19	10%	3,461.57
Utilities	770300	Utilities TV	-	10,304.76	0%	6,734.61	-35%	9,490.69	41%	9,419.70	-1%	9,746.91	3%	327.20
Utilities	770400	Utilities Gas	546,209.87	560,613.91	3%	418,553.19	-25%	414,500.07	-1%	399,881.90	-4%	394,324.00	-1%	(5,557.90)
Utilities	770500	Utilities Phone/Internet	210,668.15	180,286.87	-14%	175,327.69	-3%	339,319.64	94%	407,746.00	20%	428,229.32	5%	20,483.32
Utilities	770600	Utilities - Other	60,179.18	62,460.95	4%	147.51	-100%	49.87	-66%	(7.15)	-114%	62.05	-967%	69.20
Utilities	770700	Utilities - Trash	95,010.60	121,725.35	28%	193,911.83	59%	182,874.03	-6%	194,440.26	6%	298,620.60	54%	104,180.35
Other Expenses	789100	Other Expense	984,855.01	(1,121,924.30)	-214%	466,347.01	-142%	127,971.90	-73%	85,808.16	-33%	136,213.21	59%	50,405.06
Cerner Fees	789120	Cerner Expense	1,722,268.65	523,943.12	-70%	0.09	-100%	4,800.67	5333978%	0.00	-100%	0.00	0%	-
Marketing	789130	Advertisement - Allowable	-	-	0%	-	0%	9,127.75	0%	9,136.12	0%	23,200.04	154%	14,063.92
Marketing	789140	Advertisement - Non-Allowable	-	-	0%	8,374.12	0%	212,496.80	2438%	333,739.39	57%	397,187.34	19%	63,447.95
Other Expenses	789150	Cash over/short	-	45.50	0%	(67.14)	-248%	44.89	-167%	-	-100%	-	0%	-
Other Expenses	789200	Other Unassigned Costs	272.94	-	-100%	-	0%	-	0%	-	0%	-	0%	-
Supplemental Income	810150	IGT Funding	-	(9,220,839.32)	0%	-	-100%	-	0%	-	0%	-	0%	-
Misc Non-Operating Income	811100	Donation	(90,778.36)	(108,399.12)	19%	(17,054.87)	-84%	(27,828.61)	63%	(34,598.67)	24%	(34,598.67)	0%	-
Misc Non-Operating Income	815100	Grant Revenue	(6,000.00)	(224,000.00)	3633%	-	-100%	-	0%	-	0%	-	0%	-
Misc Non-Operating Income	815110	Grant Revenue - MAT Improvements	-	(335,691.00)	0%	-	-100%	-	0%	-	0%	-	0%	-
Misc Non-Operating Income	815300	COVID19 Grants	(4,612.30)	(390,828.54)	8374%	-	-100%	-	0%	-	0%	-	0%	-
Misc Non-Operating Income	840100	Rental Income	(68,077.06)	(82,339.44)	21%	(0.44)	-100%	0.56	-227%	(74,017.32)	-13217479%	(50,017.32)	-32%	24,000.00
Misc Non-Operating Income	850000	Interpreter Services Revenue	(20,764.51)	(47,237.39)	127%	(2,176.95)	-95%	-	-100%	-	0%	-	0%	-
Misc Non-Operating Income	860100	Interest Income	(195,576.11)	(644,848.36)	230%	(350,203.19)	-46%	(464,951.22)	33%	(973,976.87)	109%	(973,976.87)	0%	-
Misc Non-Operating Income	860200	Interest Revenue GASB 87	-	(656.00)	0%	(2,951.33)	350%	(2,172.38)	-26%	(322.20)	-85%	(480.34)	49%	(158.15)
Misc Non-Operating Income	860250	Lease Revenue GASB 87	-	(6,209.00)	0%	(24,835.30)	300%	(24,835.44)	0%	(24,812.78)	0%	-	-100%	24,812.78
Misc Non-Operating Income	860260	Gain on Extinguishment of Debt - Principle	-	-	0%	(199,189.00)	0%	(71,614.26)	-64%	-	-100%	-	0%	-
Misc Non-Operating Income	860265	Gain on Extinguishment of Debt - Interest	-	-	0%	(18,917.00)	0%	(11,013.26)	-42%	-	-100%	-	0%	-
Misc Non-Operating Income	861100	Investment Income	79,619.00	6,931.73	-91%	(178,752.22)	-2679%	4,890.62	-103%	(98,239.90)	-2109%	(98,239.90)	0%	-
Misc Non-Operating Income	870100	Gain on Sale of Assets	(1,735.66)	-	-100%	-	0%	(4,597.70)	0%	82.79	-102%	82.79	0%	-
Misc Non-Operating Income	870200	Gain - Investments - Other Income	-	-	0%	(87,506.00)	0%	-	-100%	-	0%	-	0%	-
Misc Non-Operating Income	880100	Misc Non-Operating Revenue	(1,826.40)	-	-100%	(35.00)	0%	(4,296,875.88)	12276688%	(5,740,326.89)	34%	(1,209,105.82)	-79%	4,531,221.07
340B Program	880110	340B Drug Program Non-Operating Revenue - Dwaynes	(722,069.74)	(678,216.78)	-6%	(1,618,691.10)	139%	(1,687,479.48)	4%	(1,941,524.85)	15%	(1,468,832.00)	-24%	472,692.85
340B Program	880120	340B Drug Program Other Non-Operating Revenue	70,773.09	-	-100%	-	0%	-	0%	-	0%	-	0%	-
340B Program	880130	340B Drug Program Non-Operating Revenue - Accredo	-	(36,280.58)	0%	(90,616.14)	150%	(134,527.74)	48%	(172,950.52)	29%	(176,972.00)	2%	(4,021.48)
Other Expenses	880998	Prior Year(s) Recon - NIHD Adj Entries - R.E. Increase	-	-	0%	-	0%	(62.85)	0%	(263,135.76)	418573%	(65,603.71)	-75%	197,532.05
Other Expenses	880999	Prior Year(s) Recon - NIHD Adj Entries - R.E. Decrease	-	-	0%	-	0%	0.95	0%	-	-100%	-	0%	-
Misc Non-Operating Income	900500	Contributions: Donations - Corporate	(5,036.14)	(66.51)	-99%	(542.08)	715%	(391.54)	-28%	-	-100%	-	0%	-
Misc Non-Operating Income	900600	Contributions: Donations - Individual	(6,686.62)	(20,523.80)	207%	(13,742.63)	-33%	(21,071.54)	53%	(1,256.85)	-94%	(1,256.85)	0%	-
Misc Non-Operating Income	900602	Halloween Fundraiser	-	-	0%	-	0%	-	0%	(206.48)	0%	(206.48)	0%	-
Misc Non-Operating Income	900603	Donations: Care Shuttle	-	-	0%	-	0%	-	0%	(2,741.50)	0%	(2,741.50)	0%	-
Misc Non-Operating Income	900700	Award Dinner Event Expense	-	-	0%	-	0%	342.50	0%	-	-100%	-	0%	-
Other Expenses	901500	Bank Charges Expense	1,359.75	-	-100%	-	0%	-	0%	-	0%	-	0%	-
Repairs & Maintenance	901600	Careshuttle Expense	2,681.00	35,300.00	1217%	-	-100%	-	0%	-	0%	-	0%	-
Other Expenses	901800	NIHF To NIHD Donation	46,967.00	61,275.00	30%	4,100.00	-93%	1,401.25	-66%	7,191.15	413%	7,191.15	0%	-
Subscriptions	901900	Donor Database Expense - Foundation related	912.86	912.86	0%	-	-100%	-	0%	-	0%	-	0%	-
Benefits	902000	Employee Recognition	3,549.90	-	-100%	232.60	0%	37,264.41	15921%	671.36	-98%	45,604.14	6693%	44,932.78
Repairs & Maintenance	902200	Healing Garden Expense	3,915.00	2,000.00	-49%	2,560.00	28%	400.00	-84%	-	-100%	-	0%	-
Legal Fees	902300	Legal and Accounting Expense	-	1,295.00	0%	-	-100%	53,719.87	0%	15,045.46	-72%	5,054.58	-66%	(9,990.88)
Dues & Licenses	902400	Licenses and Fees Expense	45.00	420.00	833%	25.00	-94%	7,493.93	29876%	2,226.31	-70%	2,717.71	22%	491.40
Other Expenses	902700	Memorials Expense	169.01	-	-100%	-	0%	-	0%	-	0%	-	0%	-
Travel & Education	902900	Professional Development Expense	102.56	30.98	-70%	398.00	1185%	1,014.49	155%	11,040.89	988%	11,040.89	0%	-
Supplies	903000	Supplies Expense	104.09	-	-100%	134.93	0%	812.18	502%	62.40	-92%	62.40	0%	-
Marketing	903100	Website Fees Expense	87.16	-	-100%	-	0%	120.00	0%	-	-100%	-	0%	-
Misc Non-Operating Income	903200	NIHF - Interest Income	16,148.21	(6,902.20)	-143%	(7,859.45)	14%	(25.33)	-100%	(29.04)	15%	(29.04)	0%	-
Misc Non-Operating Income	903400	NIHF - Investment Income - Foundation	-	(7,245.80)	0%	(4,424.38)	-39%	(20,999.24)	375%	(27,577.44)	31%	(27,577.44)	0%	-
Misc Non-Operating Income	904000	Refunds Income	-	-	0%	-	0%	-	0%	-	0%	-	0%	-
Supplies	950100	Sales Tax Expense	-	-	0%	-	0%	-	0%	25,482.02	0%	21,937.88	-14%	(3,544.14)
Interest Expense	960100	Interest Expense	5,441.69	21,439.18	294%	594,187.30	2672%	19,668.85	-97%	12,956.93	-34%	12,956.93	0%	-
Interest Expense	960101	ROU Interest Expense	-	19,591.00	0%	75,761.28	287%	77,545.49	2%	22,824.45	-71%	30,983.59	36%	8,159.14
Interest Expense	960102	Subscription Asset Interest Expense	-	244,114.00	0%	444,367.99	82%	201,229.34	-55%	186,494.05	-7%	186,494.05	0%	402.82
Other Expenses	960200	Late Fees	-	13,903.36	0%	28,152.15	102%	8,345.75	-70%	3,175.27	-62%	5,225.09	65%	2,049.81
Other Expenses	960300	Bank Credit Card Fees	-	36,913.17	0%	82,179.10	123%	95,620.96	16%	104,281.41	9%	117,411.17	13%	13,129.77
Misc Non-Operating Income	990100	Misc Non-Operating Expense	-	-	0%	-	0%	337,739.69	0%	-	-100%	-	0%	-
340B Program	990110	340B Dispensing Fees - Dwaynes	324,529.65	305,196.98	-6%	728,411.12	139%	759,365.89	4%	873,686.31	15%	225,528.00	-74%	(648,158.31)
340B Program	990120	340B Cost of Drugs Sold - Dwaynes	(116,760.34)	69,489.51	-160%	204,708.07	195%	308,827.06	51%	360,528.62	17%	311,664.00	-14%	(48,864.62)
340B Program	990130	340B Processing Fees - Dwaynes	-	-	0%	-	0%	-	0%	-	0%	-	0%	-
340B Program	990170	340B Misc Non-Operating Expense	-	-	0%	32,100.00	0%	71,500.00	123%	57,218.33	-20%	52,722.22	-8%	(4,496.11)
340B Program	990180	340B Dispensing Fees - Accredo	-	4,375.00	0%	4,915.00	12%	4,560.00	-7%	7,020.26	54%	7,000.00	7%	479.74
Gross Revenue	999999	Cerner Unallocated	2,892.38	0.00	-100%	(0.00)	-112%	(2,078,224.79)	#####	(10,810.13)	-99%	(21,937.07)	103%	(11,126.94)

Sum of Est. Cost of Capital > \$3,000						
Category	Primary Benefit	Dept ID	Name	Total		
1-Patient Safety	1-Patient Safety	6400ALTERNATE BIRTHING ROOMS	Philips AvalonCL Fetal Monitor	\$ 7,091.06		
			Work Station for Fetal Monitor	\$ 9,703.34		
		6400ALTERNATE BIRTHING ROOMS Total		\$ 16,794.40		
		7010ER	GE Venue Go Refurbished GE Ultrasound machine	\$ 66,821.28		
		7010ER Total		\$ 66,821.28		
		8380STERILE PROCESSING	Ultrasonic instrument cleaner	\$ 37,558.86		
		8380STERILE PROCESSING Total		\$ 37,558.86		
		8410GROUNDS	Concrete Repair and Replacement	\$ 35,000.00		
			Pavement Maintenance, Service, and Repair	\$ 125,000.00		
		8410GROUNDS Total		\$ 160,000.00		
		8460PLANT MAINTENANCE	Alps stucco and eaves repair new infusion area	\$ 25,000.00		
		8460PLANT MAINTENANCE Total		\$ 25,000.00		
			1-Patient Safety Total		\$ 306,174.53	
1-Patient Safety Total			\$ 306,174.53			
2-Regulatory Compliance	2-Regulatory Compliance	8420SECURITY	Weapons detection equipment	\$ 114,525.00		
		8420SECURITY Total		\$ 114,525.00		
		8460PLANT MAINTENANCE	Replace (3) Aerco Boilers	\$ 400,000.00		
		8460PLANT MAINTENANCE Total		\$ 400,000.00		
			2-Regulatory Compliance Total		\$ 514,525.00	
2-Regulatory Compliance Total			\$ 514,525.00			
3-Strategic Purchase & New Services	3-Strategic Purchase & New Services	6170MED-SURG	Centrella Smart Bed	\$ 20,622.07		
		6170MED-SURG Total		\$ 20,622.07		
		7420SURGERY	Synergy Vision Connect and Arthroscope Accessories	\$ 189,778.61		
		7420SURGERY Total		\$ 189,778.61		
			3-Strategic Purchase & New Services Total		\$ 210,400.67	
		4-End of Life Assets	8480INFORMATION TECHNOLOGY	M365 Migration	\$ 161,000.00	
			8480INFORMATION TECHNOLOGY Total		\$ 161,000.00	
	4-End of Life Assets Total		\$ 161,000.00			
3-Strategic Purchase & New Services Total			\$ 371,400.67			
4-End of Life Assets	1-Patient Safety	8410GROUNDS	Parking lot/handicap spot upgrades	\$ 30,000.00		
		8410GROUNDS Total		\$ 30,000.00		
		1-Patient Safety Total		\$ 30,000.00		
	4-End of Life Assets	4-End of Life Assets	7502MICROBIOLOGY	Myla to Maestria middleware upgrade	\$ 41,296.19	
			7502MICROBIOLOGY Total		\$ 41,296.19	
			7660MRI	SIGNA Artist EVO MR	\$ 2,113,750.00	
			7660MRI Total		\$ 2,113,750.00	
			7720RESPIRATORY CARE	Rapid Point 500e	\$ 17,512.50	
			7720RESPIRATORY CARE Total		\$ 17,512.50	
			8440ENVIRONMENTAL SERV	T291 - Walk Behind Scrubber	\$ 9,660.00	
			8440ENVIRONMENTAL SERV Total		\$ 9,660.00	
			8460PLANT MAINTENANCE	PMA Remodel	\$ 300,000.00	
			8460PLANT MAINTENANCE Total		\$ 300,000.00	
			8480INFORMATION TECHNOLOGY	Datacenter Cooling	\$ 28,681.75	
				Server upgrade/update	\$ 49,986.30	
			8480INFORMATION TECHNOLOGY Total		\$ 78,668.05	
				4-End of Life Assets Total		\$ 2,560,886.74
			4-End of Life Assets Total			\$ 2,590,886.74
			Grand Total			\$ 3,782,986.94

Contingency \$ 217,013.06

Total Capital budget FYE 2027 **\$ 4,000,000.00**



DATE: May 2026
TO: Board of Directors, Northern Inyo Healthcare District
FROM: Andrea Mossman, Chief Financial Officer
RE: Financial Summary and Operation Insights March 2026

Financial Summary

1. **Net Income (Loss):** March's net income was \$487k, which was \$1.3M favorable to budget. This was due to higher than anticipated volumes in several areas including admissions, surgeries, and ER visits.
2. **Operating Income (Loss):** March's operating loss was \$(41k), favorable to budget by \$1.1M, due to a favorable payor mix and higher volumes in several areas, including admissions, ER visits, and orthopedic & general surgeries.

Action Plan: Revenue has improved due to growth in orthopedic & general surgical cases along with a better payor mix. We will continue to focus on service line strategies and operational efficiency projects.

Stats Summary

1. **Admits (excluding Nursery):** Admits were over budget by 32 due to additional inpatient surgeries, higher deliveries, and higher ER volumes leading to more admissions.
2. **Inpatient Days (excluding Nursery):** Inpatient days were over budget by 88 days (+54%) due to higher admissions.
3. **Average Daily Census:** Average daily census was over budget by 2.8 (+21%).
4. **Average Length of Stay (ALOS):** Length of stay was flat with budget.
5. **Deliveries:** Deliveries were over budget by 4 (+29%).
6. **Surgical Procedures:** Total surgeries were over budget by 34 (+29%) due to Orthopedics and General surgery growth. Orthopedic surgeries were over budget by 22 (+244%), and general surgeries were over budget by 18 (+25%).
7. **Emergency Department (ED) Visits:** ED visits were 68 over budget (+8%).
8. **Diagnostic Imaging (DI) Exams:** Exams were 311 over budget (+15%).
9. **Rehab Visits:** Visits were 57 over budget (+7%) due to increased orthopedic volume.
10. **Outpatient Infusion / Injections / Wound Care Visits:** These visits were 119 under budget (-15%).
11. **Observation Hours:** Observation hours were over budget by 172 (+15%) due to higher ED volumes.
12. **Rural Health Clinic (RHC) Visits:** RHC visits were 100 under budget (-3%) due to declines in primary care and behavioral health.
13. **Other Clinics:** Clinic visits were 302 visits over budget (+18%), with increases in all clinics other than virtual care.

Action Plan: Volumes were strong in most areas, driving higher gross revenue. We are working on projects to improve scheduling efficiency in both clinics and the operating room. We are also marketing the new orthopedics group, including outreach in Ridgecrest.

Revenue Summary

1. **Gross Revenue:** Gross revenue was \$4.1M over budget due to an unbudgeted price increase and higher volumes across most areas of the hospital and clinics.

Action Plan: We will continue to improve scheduling efficiency and increase surgical volume.

Deductions Summary

1. **Deductions:** Deductions were higher than budget by \$2.7M due to higher-than-budgeted revenue. Net revenue as a percentage of gross charges was 5% higher than budget due to a favorable payor mix (shifting from governmental to managed care payors), fewer write-offs, and increased acute care activity (inpatient admits, general and orthopedic surgeries).

Action Plan: Net revenue as a percentage of gross revenue is now closer to both budget and prior year levels. As orthopedic volume improves, we anticipate this metric returning to baseline. We will continue to improve revenue cycle processes to reduce denials and coding issues.

Salaries

1. **Total Salaries:** Salaries were over budget by 12% due to unbudgeted raises and aggressive budget reductions.
2. **Average Hourly Rate:** The average hourly rate was 6% higher than budget due to unbudgeted raises.

Action Plan: We have signed a HealthTrust benchmarking contract to ensure appropriate staffing levels and skill mix across all areas of the hospital.

Benefits

1. **Total Benefits:** Benefits were over budget by \$599K (29%) due to higher-than-budgeted medical, dental, and vision claims.
2. **Benefits % of Wages:** Benefits were 55% for March, which was 11% under budget.

Action Plan: We will continue working with our benefits broker to identify cost-saving opportunities while maintaining high-quality employee benefits.

Total Salaries, Wages, and Benefits (SWB)

1. **SWB / Adjusted Patient Day:** This metric was 39% lower than budget due to high volume in March.
2. **SWB % of Total Expenses:** This was 51% without contract labor and 53% with contract labor. Our goal is 50% or less, which is the industry standard.

Contract Labor

1. **Contract Labor Expense:** Contract labor was under budget by \$81K due to lower FTE usage.
2. **Contract Labor Rates:** Rates were 13% under budget.

3. **Contract Labor Full-Time Equivalents (FTEs):** Usage was 10% lower than budgeted.

Action Plan: We are improving employee retention and reducing reliance on contract labor.

Other Expenses

1. **Physician Expense / Adjusted Patient Day:** Physician expenses were 43% under budget due to volumes being higher in March.
2. **Other Professional Fees:** These were \$422k over budget due to higher billing and collection fees. However, AR days and write-offs have decreased, improving cash flow. Net revenue as a percentage of gross charges has increased steadily over the past few months.
3. **Supplies:** Supplies were over budget by \$37K due to higher cost of drugs.
4. **Total Expenses:** Expenses were over budget by \$1.9M (19%) due to higher salaries, wages, benefits, and professional fees. This was due to unbudgeted raises and volumes increasing usage of variable expenses.

Action Plan: Leaders are effectively managing their budgets. We will continue reviewing expenses to identify additional savings opportunities.

Cash Summary

1. **Days Cash on Hand:** Days cash on hand was 99, driven by receipt of \$4M in one-time employee retention credit (refund of employer payroll taxes) from the IRS. Our bond requirement is 75 days when profitable and 100 days when not profitable.
2. **Estimated Days until Depletion (excluding supplements/IGT):** Cash is being depleted at a rate of 43K per day. At this rate, cash would be fully depleted in 590 days.
3. **Estimated Days until Depletion (all cash sources):** Cash has grown by \$11k per day which is \$3M annually.
4. **Unrestricted Cash:** The unrestricted cash balance is now \$32.3M, which is \$13.2M higher than last March.

Action Plan: The cash flow action team continues to reduce billing delays and improve collections. AR days have improved by 7 days since last March, accelerating cash inflow. Jorie AI billing has reduced write-offs by \$715k compared to budget and \$417k compared to last year. AR >90 days has reduced by \$903k compared to last March.

Northern Inyo Healthcare District March 2026 – Financial Summary

	Current Month				Prior MTD			Year to Date				Prior YTD		
	Actual	Budget	Variance	Variance %	Actual	Change	Change %	Actual	Budget	Variance	Variance %	Actual	Change	Change %
** Variances are B / (W)														
Net Income (Loss)	486,988	(808,032)	1,295,020	(160%)	764,746	(277,758)	36%	5,444,624	5,481,067	(36,443)	1%	8,687,524	(3,242,900)	(37%)
Operating Income (Loss)	(40,522)	(1,135,945)	1,095,423	(96%)	691,628	(732,150)	106%	(9,432,407)	(7,053,031)	(2,379,375)	(34%)	(2,721,493)	(6,710,913)	247%
EBIDA (Loss)	980,998	(390,879)	1,371,877	(351%)	1,173,910	(192,912)	16%	9,588,284	9,235,451	352,832	(4%)	12,465,879	(2,877,595)	(23%)
IP Gross Revenue	5,985,858	3,643,136	2,342,722	64%	6,901,902	(916,044)	(13%)	36,776,381	32,846,527	3,929,854	12%	34,399,100	2,377,281	7%
OP Gross Revenue	15,833,078	14,386,230	1,446,848	10%	13,051,580	2,781,498	21%	131,357,094	129,616,651	1,740,443	1%	126,113,996	5,243,098	4%
Clinic Gross Revenue	2,052,895	1,735,007	317,889	18%	1,718,306	334,590	19%	17,816,142	15,839,314	1,976,828	12%	15,720,638	2,095,504	13%
Total Gross Revenue	23,871,832	19,764,372	4,107,459	21%	21,671,787	2,200,044	10%	185,949,617	178,302,492	7,647,125	4%	176,233,734	9,715,883	6%
Net Patient Revenue	11,731,850	8,790,521	2,941,330	33%	10,986,684	745,166	7%	84,600,513	81,307,803	3,292,710	4%	82,987,028	1,613,485	2%
<i>Cash Net Revenue % of Gross</i>	49%	44%	5%	10%	51%	(2%)	(3%)	45%	46%	(0%)	(0%)	47%	(2%)	(3%)
Admits (excl. Nursery)	92	60	32	53%	60	32	53%	650	646	4	1%	646	4	1%
IP Days	285	186	100	54%	186	100	54%	2,136	2,221	(85)	(4%)	2,221	(85)	(4%)
IP Days (excl. Nursery)	251	163	88	54%	163	88	54%	1,827	1,910	(84)	(4%)	1,910	(84)	(4%)
Average Daily Census	8.1	5.2	2.8	54%	5.2	2.8	54%	6.7	7.0	(0.3)	(4%)	7.0	(0.3)	(4%)
ALOS	2.7	2.7	0.0	1%	2.7	0.0	1%	2.8	3.0	(0.1)	(5%)	3.0	(0.1)	(5%)
Deliveries	18	14	4	29%	14	4	29%	153	160	(7)	(4%)	160	(7)	(4%)
OP Visits	4,331	4,238	93	2%	4,238	93	2%	36,232	35,188	1,044	3%	35,188	1,044	3%
Rural Health Clinic Visits	2,265	2,283	(18)	(1%)	2,283	(18)	(1%)	20,985	20,535	450	2%	20,535	450	2%
Rural Health Women Visits	553	523	30	6%	523	30	6%	4,873	4,629	244	5%	4,629	244	5%
Rural Health Behavioral Visits	113	225	(112)	(50%)	225	(112)	(50%)	1,042	1,800	(758)	(42%)	1,800	(758)	(42%)
Total RHC Visits	2,931	3,031	(100)	(3%)	3,031	(100)	(3%)	26,900	26,964	(64)	(0%)	26,964	(64)	(0%)
Bronco Clinic Visits	49	43	6	14%	43	6	14%	327	352	(25)	(7%)	352	(25)	(7%)
Internal Medicine Clinic Visits	-	-	-	-%	-	-	-%	-	-	-	-%	-	-	-%
Orthopedic Clinic Visits	354	348	6	2%	348	6	2%	2,978	3,158	(180)	(6%)	3,158	(180)	(6%)
Pediatric Clinic Visits	655	598	57	10%	598	57	10%	5,279	5,415	(136)	(3%)	5,415	(136)	(3%)
Specialty Clinic Visits	740	534	206	39%	534	206	39%	5,994	4,826	1,168	24%	4,826	1,168	24%
Surgery Clinic Visits	207	127	80	63%	127	80	63%	1,300	1,396	(96)	(7%)	1,396	(96)	(7%)
Virtual Care Clinic Visits	-	53	(53)	(100%)	53	(53)	(100%)	309	520	(211)	(41%)	520	(211)	(41%)
Total NIA Clinic Visits	2,005	1,703	302	18%	1,703	302	18%	16,187	15,667	520	3%	15,667	520	3%
IP Surgeries	24	8	16	200%	8	16	200%	101	96	5	5%	96	5	5%
OP Surgeries	127	109	18	17%	109	18	17%	1,119	1,157	(38)	(3%)	1,157	(38)	(3%)
Total Surgeries	151	117	34	29%	117	34	29%	1,220	1,253	(33)	(3%)	1,253	(33)	(3%)
Cardiology	4	-	4	-%	-	4	100%	20	4	16	400%	4	16	400%
General	90	72	18	25%	72	18	25%	710	636	74	12%	636	74	12%
Gynecology & Obstetrics	14	9	5	56%	9	5	56%	97	102	(5)	(5%)	102	(5)	(5%)
Ophthalmology	-	17	(17)	(100%)	17	(17)	(100%)	68	205	(137)	(67%)	205	(137)	(67%)
Orthopedic	31	9	22	244%	9	22	244%	191	188	3	2%	188	3	2%
Pediatric	-	-	-	-%	-	-	-%	-	1	(1)	(100%)	1	(1)	(100%)
Plastics	-	-	-	-%	-	-	-%	2	1	1	100%	1	1	100%
Podiatry	-	2	(2)	(100%)	2	(2)	(100%)	3	6	(3)	(50%)	6	(3)	(50%)
Urology	12	7	5	71%	7	5	71%	129	107	22	21%	107	22	21%
Diagnostic Image Exams	2,368	2,057	311	15%	2,057	311	15%	19,917	18,791	1,126	6%	18,791	1,126	6%
Emergency Visits	893	825	68	8%	825	68	8%	7,665	7,637	28	0%	7,637	28	0%
ED Admits	50	38	12	32%	38	12	32%	396	390	6	2%	390	6	2%
ED Admits % of ED Visits	6%	5%	1%	22%	5%	1%	22%	5%	5%	0%	1%	5%	0%	1%
Rehab Visits	917	860	57	7%	860	57	7%	7,154	7,419	(265)	(4%)	7,419	(265)	(4%)
OP Infusion/Wound Care Visits	671	790	(119)	(15%)	790	(119)	(15%)	5,642	4,999	643	13%	4,999	643	13%
Observation Hours	1,358	1,186	172	15%	1,186	172	15%	10,946	13,659	(2,713)	(20%)	13,659	(2,713)	(20%)

Northern Inyo Healthcare District March 2026 – Financial Summary

	Current Month				Prior MTD			Year to Date				Prior YTD		
	Actual	Budget	Variance	Variance %	Actual	Change	Change %	Actual	Budget	Variance	Variance %	Actual	Change	Change %
** Variances are B / (W)														
<u>PAYOR MIX (Patient Days)</u>														
Blue Cross	24.3%	21.6%	2.7%	12.6%	21.6%	2.7%	12.6%	24.0%	23.8%	0.2%	1.0%	23.8%	0.2%	1.0%
Commercial	5.4%	2.9%	2.6%	89.6%	2.9%	2.6%	89.6%	6.1%	7.0%	(0.9%)	(12.7%)	7.0%	(0.9%)	(12.7%)
Medicaid	20.1%	38.1%	(18.0%)	(47.2%)	38.1%	(18.0%)	(47.2%)	22.5%	28.7%	(6.1%)	(21.4%)	28.7%	(6.1%)	(21.4%)
Medicare	49.3%	35.8%	13.5%	37.8%	35.8%	13.5%	37.8%	45.4%	38.2%	7.2%	18.9%	38.2%	7.2%	18.9%
Self-pay	0.9%	1.7%	(0.8%)	(47.3%)	1.7%	(0.8%)	(47.3%)	1.9%	1.9%	0.1%	3.4%	1.9%	0.1%	3.4%
Worker's Comp	-%	-%	-%	-%	-%	-%	-%	-%	0.4%	(0.4%)	(100.0%)	0.4%	(0.4%)	(100.0%)
Other	-%	-%	-%	-%	-%	-%	-%	-%	0.0%	(0.0%)	(100.0%)	0.0%	(0.0%)	(100.0%)
<u>PAYOR MIX (Gross Revenue)</u>														
Blue Cross	28.3%	27.2%	1.2%	4.3%	27.2%	1.2%	4.3%	28.3%	26.7%	1.7%	6.3%	26.7%	1.7%	6.3%
Commercial	7.9%	6.8%	1.1%	16.2%	6.8%	1.1%	16.2%	6.3%	7.1%	(0.7%)	(10.1%)	7.1%	(0.7%)	(10.1%)
Medicaid	18.6%	19.6%	(1.1%)	(5.5%)	19.6%	(1.1%)	(5.5%)	17.9%	19.7%	(1.8%)	(9.1%)	19.7%	(1.8%)	(9.1%)
Medicare	42.8%	43.0%	(0.2%)	(0.4%)	43.0%	(0.2%)	(0.4%)	44.6%	43.0%	1.6%	3.8%	43.0%	1.6%	3.8%
Self-pay	1.8%	2.6%	(0.8%)	(30.9%)	2.6%	(0.8%)	(30.9%)	1.9%	2.4%	(0.5%)	(20.8%)	2.4%	(0.5%)	(20.8%)
Worker's Comp	0.5%	0.7%	(0.1%)	(18.3%)	0.7%	(0.1%)	(18.3%)	0.8%	1.1%	(0.3%)	(30.7%)	1.1%	(0.3%)	(30.7%)
Other	0.1%	0.2%	(0.1%)	(40.7%)	0.2%	(0.1%)	(40.7%)	0.2%	0.2%	0.0%	11.6%	0.2%	0.0%	11.6%
<u>DEDUCTIONS</u>														
Contract Adjust	(11,883,671)	(9,943,164)	(1,940,507)	20%	(10,138,614)	(1,745,058)	17%	(94,989,184)	(87,884,739)	(7,104,445)	8%	(84,809,500)	(10,179,685)	12%
Bad Debt	(1,107,080)	(119,730)	(987,350)	825%	(370,446)	(736,634)	199%	(3,776,098)	(1,058,261)	(2,717,837)	257%	(359,156)	(3,416,943)	951%
Write-off	(458,960)	(731,396)	272,435	(37%)	(176,044)	(282,916)	161%	(3,893,551)	(6,464,593)	2,571,042	(40%)	(7,929,868)	4,036,317	(51%)
<u>CENSUS</u>														
Patient Days	251	163	88	54%	163	88	54%	1,827	1,910	(84)	(4%)	1,910	(84)	(4%)
Adjusted ADC	32	29	3	12%	29	3	12%	34	36	(1)	(4%)	36	(1)	(4%)
Adjusted Days	1,001	511	490	96%	511	490	96%	9,236	9,787	(551)	(6%)	9,787	(551)	(6%)
Employed FTE	388.3	368.7	19.7	5%	368.7	19.7	5%	378.9	367.7	11.2	3%	367.7	11.2	3%
Contract Labor FTE	19.8	22.2	(2.3)	(10%)	22.2	(2.3)	(10%)	19.5	25.0	(5.5)	(22%)	25.0	(5.5)	(22%)
Total Paid FTE	408.2	390.8	17.3	4%	390.8	17.3	4%	398.4	392.7	5.7	1%	392.7	5.7	1%
EPOB (Employee per Occupied Bed)	1.6	2.4	(0.8)	(32%)	2.4	(0.8)	(32%)	1.9	1.8	0.1	6%	1.8	0.1	6%
EPOC (Employee per Occupied Case)	0.4	0.4	(0.0)	(7%)	0.4	(0.0)	(7%)	0.0	0.0	0.0	6%	0.0	0.0	6%
Adjusted EPOB	6.5	7.5	(1.1)	(14%)	7.5	(1.1)	(14%)	9.7	9.3	0.4	5%	9.3	0.4	5%
Adjusted EPOC	1.6	1.4	0.3	19%	1.4	0.3	19%	0.2	0.2	0.0	4%	0.2	0.0	4%
<u>SALARIES</u>														
Per Adjust Bed Day	3,835	6,723	(2,888)	(43%)	6,872	(3,037)	(44%)	3,591	3,078	513	17%	2,968	623	21%
Total Salaries	3,839,305	3,435,715	403,590	12%	3,511,824	327,481	9%	33,161,281	30,119,757	3,041,524	10%	29,045,119	4,116,162	14%
Average Hourly Rate	55.81	52.61	3.20	6%	53.78	2.04	4%	55.90	52.32	3.58	7%	50.46	5.45	11%
Employed Paid FTEs	388.3	368.7	19.7	349.0	368.7	19.7	5%	378.9	367.7	11.2	3%	367.7	11.2	3%
<u>BENEFITS</u>														
Per Adjust Bed Day	2,109	2,959	(850)	(29%)	3,263	(1,154)	(35%)	1,434	1,387	47	3%	1,395	39	3%
Total Benefits	2,111,276	1,512,150	599,126	40%	1,667,467	443,809	27%	13,246,120	13,572,019	(325,899)	(2%)	13,655,247	(409,128)	(3%)
Benefits % of Wages	55%	44%	11%	25%	47%	8%	16%	40%	45%	(5%)	(11%)	47%	(7%)	(15%)
Pension Expense	357,551	369,267	(11,716)	(3%)	377,507	(19,956)	(5%)	3,215,967	3,483,671	(267,704)	(8%)	3,559,233	(343,265)	(10%)
MDV Expense	1,304,889	782,153	522,736	67%	850,652	454,238	53%	7,051,151	6,913,224	137,926	2%	7,091,328	(40,177)	(1%)
Taxes, PTO accrued, Other	448,836	360,730	88,106	24%	439,309	9,527	2%	2,979,002	3,175,124	(196,122)	(6%)	3,004,687	(25,685)	(1%)
Salaries, Wages & Benefits	5,950,581	4,947,865	1,002,716	20%	5,179,292	771,290	15%	46,407,401	43,691,777	2,715,625	6%	42,700,367	3,707,035	9%
SWB/APD	5,944	9,683	(3,738)	(39%)	10,135	(4,191)	(41%)	5,025	4,464	560	13%	4,363	662	15%
SWB % of Total Expenses	51%	50%	1%	1%	50%	0%	0%	49%	49%	(0%)	(0%)	50%	(0%)	(1%)

Northern Inyo Healthcare District March 2026 – Financial Summary

** Variances are B / (W)

PROFESSIONAL FEES

	Current Month				Prior MTD			Year to Date				Prior YTD		
	Actual	Budget	Variance	Variance %	Actual	Change	Change %	Actual	Budget	Variance	Variance %	Actual	Change	Change %
Per Adjust Bed Day	3,298	5,398	(2,100)	(39%)	5,461	(2,163)	(40%)	2,856	2,544	312	12%	2,351	505	21%
Total Physician Fee	1,937,506	1,735,309	202,197	12%	1,809,889	127,617	7%	15,914,397	15,389,383	525,014	3%	14,193,764	1,720,634	12%
Total Contract Labor	280,557	361,796	(81,239)	(22%)	283,021	(2,464)	(1%)	3,028,567	3,572,497	(543,931)	(15%)	3,986,852	(958,285)	(24%)
Total Other Pro-Fees	1,083,401	661,164	422,237	64%	697,944	385,457	55%	7,433,802	5,930,747	1,503,055	25%	4,824,309	2,609,493	54%
Total Professional Fees	3,301,464	2,758,269	543,195	20%	2,790,854	510,610	18%	26,376,766	24,892,627	1,484,139	6%	23,004,924	3,371,841	15%
Contract AHR	79.85	92.17	(12.32)	(13%)	72.10	7.75	11%	98.94	91.18	7.76	9%	101.75	(2.81)	(3%)
Contract Paid FTEs	19.8	22.2	(2.3)	(10%)	22.2	(2.3)	(10%)	19.5	25.0	(5.5)	(22%)	25.0	(5.5)	(22%)
Physician Fee per Adjust Bed Day	1,935	3,396	(1,460)	(43%)	3,542	(1,606)	(45%)	1,723	1,573	151	10%	1,450	273	19%

PHARMACY

Per Adjust Bed Day	529	884	(354)	(40%)	1,478	(949)	(64%)	411	408	4	1%	363	48	13%
Total Rx Expense	529,919	451,577	78,343	17%	755,356	(225,436)	(30%)	3,800,310	3,991,356	(191,047)	(5%)	3,557,249	243,060	7%

MEDICAL SUPPLIES

Per Adjust Bed Day	401	866	(465)	(54%)	595	(194)	(33%)	491	399	91	23%	434	57	13%
Total Medical Supplies	400,978	442,517	(41,539)	(9%)	303,803	97,175	32%	4,531,576	3,907,123	624,453	16%	4,243,453	288,124	7%

EHR SYSTEM

Per Adjust Bed Day	31	63	(31)	(50%)	40	(8)	(21%)	36	30	6	21%	30	6	19%
Total EHR Expense	31,525	32,115	(589)	(2%)	20,415	11,110	54%	329,612	289,033	40,579	14%	294,097	35,515	12%

OTHER EXPENSE

Per Adjust Bed Day	1,063	1,716	(653)	(38%)	1,636	(574)	(35%)	914	801	114	14%	831	83	10%
Total Other	1,063,894	876,969	186,925	21%	836,173	227,721	27%	8,443,595	7,834,534	609,061	8%	8,130,077	313,518	4%

DEPRECIATION AND AMORTIZATION

Per Adjust Bed Day	493	816	(323)	(40%)	801	(307)	(38%)	449	384	65	17%	386	63	16%
Total Depreciation and Amortization	494,010	417,154	76,856	18%	409,164	84,846	21%	4,143,660	3,754,385	389,275	10%	3,778,355	365,305	10%

TOTAL EXPENSES

Per Adjust Bed Day	11,772,372	9,926,465	1,845,907	19%	10,295,056	1,477,316	14%	94,032,920	88,360,835	5,672,085	6%	85,708,522	8,324,398	10%
Per Calendar Day	11,760	19,425	(7,665)	(39%)	20,147	(8,386)	(42%)	10,181	9,029	1,153	13%	8,758	1,424	16%
Per Calendar Day	379,754	320,209	59,545	19%	332,099	47,655	14%	343,186	322,485	20,701	6%	312,805	30,381	10%

Key Financial Performance Indicators	Industry Benchmark	FYE 2024			FYE 2025						Variance to PM	Variance to FYE 2025 Average	Variance to PYM
		Mar-24	Average	Mar-25	Average	Dec-25	Jan-26	Feb-26	Mar-26				
Volume													
Admits		41	74	69	60	71	73	73	76	92	16	21	32
Deliveries	n/a		16	17	14	17	17	14	11	18	7	1	4
Adjusted Patient Days	n/a		900	977	511	1,125	1,022	1,317	903	1,001	98	(124)	490
Total Surgeries		153	143	146	117	140	131	115	127	151	24	11	34
ER Visits		659	780	826	825	852	886	876	838	893	55	41	68
RHC and Clinic Visits	n/a		4,556	4,607	4,734	4,772	4,976	5,001	4,448	4,936	488	164	202
Diagnostic Imaging Services	n/a		2,038	2,069	2,057	2,129	2,157	2,304	2,070	2,368	298	239	311
Rehab Services	n/a		699	662	860	838	703	796	867	917	50	79	57
AR & Income													
Gross AR (Cerner only)	n/a	\$ 48,964,677	\$ 52,823,707	\$ 48,628,722	\$ 50,813,697	\$ 40,266,148	\$ 42,782,472	\$ 45,756,586	\$ 48,086,679	\$ 2,330,093	\$ (2,727,018)	\$ (542,043)	
AR > 90 Days	\$ 6,599,901.18	\$ 22,242,405	\$ 23,112,391	\$ 16,111,701	\$ 20,669,422	\$ 14,240,093	\$ 13,540,953	\$ 13,901,792	\$ 15,208,624	\$ 1,306,831	\$ (5,460,798)	\$ (903,078)	
AR % > 90 Days	15%	46.22%	44.2%	33.13%	40.6%	35.4%	31.7%	30.4%	31.6%	1.2%	-9.0%	-1.5%	
Gross AR Days (per financial statements)	60	88	85	70	80	53	61	60	62	2	(18)	(7)	
Net AR Days (per financial statements)	30	68	58	45	71	67	63	35	40	5	(31)	(5)	
Net AR	n/a	\$ 12,458,272	\$ 16,938,200	\$ 18,641,177	\$ 19,370,868	\$ 21,831,732	\$ 21,330,628	\$ 26,841,775	\$ 27,435,133	\$ 593,359	\$ 8,064,266	\$ 8,793,956	
Net AR % of Gross	n/a	25.4%	31.9%	38.3%	38.5%	54.2%	49.9%	58.7%	57.1%	-1.6%	18.6%	18.7%	
Gross Patient Revenue/Calendar Day	n/a	\$ 556,918	\$ 619,457	\$ 699,090	\$ 634,418	\$ 752,964	\$ 707,068	\$ 758,932	\$ 770,059	\$ 11,127	\$ 135,641	\$ 70,969	
Net Patient Revenue/Calendar Day	n/a	\$ 182,344	\$ 292,759	\$ 354,409	\$ 273,563	\$ 324,041	\$ 340,613	\$ 397,320	\$ 378,447	\$ (18,874)	\$ 104,884	\$ 24,038	
Net Patient Revenue/APD	n/a	\$ 6,281	\$ 8,757	\$ 21,500	\$ 8,088	\$ 9,832	\$ 8,018	\$ 12,326	\$ 11,720	\$ (606)	\$ 3,631	\$ (9,780)	
Wages													
Wages	n/a	\$ 3,172,350	\$ 3,285,431	\$ 3,511,824	\$ 3,661,965	\$ 4,037,755	\$ 3,714,863	\$ 3,442,161	\$ 3,839,305	\$ 397,144	\$ 177,339	\$ 327,481	
Employed paid FTEs	n/a	348.17	353.69	368.66	370.77	386.31	373.41	374.44	388.32	13.89	17.56	19.67	
Employed Average Hourly Rate	\$55.50	\$ 51.44	\$ 53.49	\$ 53.92	\$ 56.89	\$ 59.17	\$ 56.32	\$ 57.61	\$ 55.97	\$ (1.65)	\$ (0.92)	\$ 2.04	
Benefits	n/a	\$ 1,775,357	\$ 1,640,216	\$ 1,667,467	\$ 1,401,858	\$ 1,094,758	\$ 997,381	\$ 1,489,133	\$ 2,111,276	\$ 622,143	\$ 709,418	\$ 443,809	
Benefits % of Wages	30%	56.0%	48.8%	47.5%	39.8%	27.1%	26.8%	43.3%	55.0%	11.7%	15.2%	7.5%	
Contract Labor	n/a	\$ 428,159	\$ 518,351	\$ 283,021	\$ 447,445	\$ 131,351	\$ 318,690	\$ 256,756	\$ 280,557	\$ 23,802	\$ (166,887)	\$ (2,464)	
Contract Labor Paid FTEs	n/a	23.27	23.49	22.16	23.89	18.89	18.71	19.44	19.83	0.40	(4.05)	(2.32)	
Total Paid FTEs	n/a	371.44	377.18	390.82	394.65	405.19	392.12	393.87	408.16	14.29	13.50	17.34	
Contract Labor Average Hourly Rate	\$ 81.04	\$ 103.86	\$ 123.22	\$ 72.30	\$ 120.98	\$ 39.36	\$ 96.42	\$ 82.79	\$ 80.07	\$ (2.73)	\$ (40.91)	\$ 7.77	
Total Salaries, Wages, & Benefits	n/a	\$ 5,375,866	\$ 5,443,998	\$ 5,462,313	\$ 5,511,268	\$ 5,263,863	\$ 5,030,934	\$ 5,188,050	\$ 6,231,139	\$ 1,043,088	\$ 719,871	\$ 768,826	
SWB% of NR	50%	95.1%	62.1%	49.7%	72.0%	52.4%	47.6%	46.6%	53.1%	6.5%	-18.9%	3.4%	
SWB/APD	2,204	\$ 5,973	\$ 5,104	\$ 10,689	\$ 5,284	\$ 5,152	\$ 3,820	\$ 5,748	\$ 6,225	\$ 477	\$ 941	\$ (4,465)	
SWB % of total expenses	50%	51.3%	55.4%	53.1%	55.6%	50.2%	49.4%	51.7%	52.9%	1.2%	-2.7%	-0.1%	

	Industry Benchmark	FYE 2024			FYE 2025						Variance to	Variance to	Variance to
		Mar-24	Average	Mar-25	Average	Dec-25	Jan-26	Feb-26	Mar-26	PM	2025 Average	Variance to PYM	
Physician Spend													
Physician Expenses	n/a	\$ 1,809,889	\$ 1,613,172	\$ 1,724,855	\$ 1,507,510	\$ 1,946,664	\$ 1,942,693	\$ 1,737,862	\$ 1,937,506	\$ 199,644	\$ 429,996	\$ 212,651	
Physician expenses/APD	n/a	\$ 3,542	\$ 1,565	\$ 3,375	\$ 1,476	\$ 1,905	\$ 1,475	\$ 1,925	\$ 1,935	\$ 10	\$ 460	\$ (1,440)	
Supplies													
Supply Expenses	n/a	\$ 1,059,159	\$ 832,644	\$ 1,085,127	\$ 776,504	\$ 1,169,433	\$ 995,550	\$ 900,674	\$ 930,897	\$ 30,223	\$ 154,394	\$ (154,230)	
Supply expenses/APD		\$ 2,073	\$ 822	\$ 2,124	\$ 744	\$ 1,145	\$ 756	\$ 998	\$ 930	\$ (68)	\$ 186	\$ (1,194)	
Other Expenses													
Other Expenses	n/a	\$ 1,963,696	\$ 1,939,040	\$ 2,205,500	\$ 1,824,207	\$ 2,116,095	\$ 2,204,650	\$ 2,212,109	\$ 2,672,831	\$ 460,722	\$ 848,624	\$ 467,330	
Other Expenses/APD	n/a	\$ 3,843	\$ 1,861	\$ 4,316	\$ 1,787	\$ 2,071	\$ 1,674	\$ 2,451	\$ 2,670	\$ 219	\$ 883	\$ (1,646)	
Margin													
Net Income	n/a	\$ 764,746	\$ 253,100	\$ (4,561,299)	\$ 383,722	\$ (632,700)	\$ 1,879,313	\$ 6,301,475	\$ 486,988	\$ (5,814,487)	\$ 103,266	\$ 5,048,287	
Net Profit Margin	n/a	7.0%	3.7%	-80.7%	3.0%	-6.3%	17.8%	56.6%	4.2%	-52.5%	1.2%	84.9%	
Operating Income	n/a	\$ 691,628	\$ (1,557,761)	\$ (4,825,134)	\$ (686,444)	\$ (450,779)	\$ 385,170	\$ 1,086,276	\$ (40,522)	\$ (1,126,798)	\$ 645,922	\$ 4,784,612	
Operating Margin	2.9%	6.3%	-26.1%	-85.4%	-10.9%	-4.5%	3.6%	9.8%	-0.3%	-10.1%	10.6%	85.1%	
EBITDA	n/a	\$ 1,173,910	\$ 676,999	\$ (3,296,981)	\$ 841,891	\$ (197,022)	\$ 2,303,607	\$ 6,944,209	\$ 980,998	\$ (5,963,211)	\$ 139,107	\$ 4,277,979	
EBITDA Margin	12.7%	10.7%	9.4%	-58.3%	8.7%	-2.0%	21.8%	62.4%	8.4%	-54.1%	-0.4%	66.7%	
Debt Service Coverage Ratio	3.70	664.3%	3.9	4.1	3.3	(0.7)	0.4	4.7	3.5	(1.2)	0.1	(0.6)	
Cash													
Avg Daily Disbursements (excl. IGT)	n/a	\$ 314,837	\$ 350,828	\$ 399,030	\$ 355,328	\$ 380,372	\$ 354,878	\$ 388,193	\$ 363,206	\$ (24,988)	\$ 7,877	\$ (35,824)	
Average Daily Cash Collections (excl. IGT)	n/a	\$ 363,569	\$ 340,919	\$ 319,679	\$ 299,110	\$ 325,614	\$ 289,881	\$ 313,515	\$ 328,025	\$ 14,510	\$ 28,914	\$ 8,346	
Average Daily Net Cash		\$ 48,733	\$ (9,908)	\$ (79,351)	\$ (56,218)	\$ (54,758)	\$ (64,996)	\$ (74,679)	\$ (35,181)	\$ 39,498	\$ 21,037	\$ 44,170	
Upfront Cash Collections		\$ 78,395	\$ 54,286	\$ 26,622	\$ 36,146	\$ 42,688	\$ 62,345	\$ 67,508	\$ 88,629	\$ 21,121	\$ 52,483	\$ 62,007	
Upfront Cash % of Gross Charges	1%	0.4%	0.3%	0.1%	0.2%	0.2%	0.3%	0.3%	0.4%	0.1%	0.2%	0.2%	
Unrestricted Funds	n/a	\$ 23,918,889	\$ 23,774,285	\$ 19,115,133	\$ 23,536,438	\$ 21,028,877	\$ 23,124,630	\$ 23,811,084	\$ 32,334,262	\$ 8,523,178	\$ 8,797,824	\$ 13,219,129	
Change of cash per balance sheet	n/a	\$ 113,019	\$ 321,485	\$ 4,009,571	\$ (321,485)	\$ (327,554)	\$ 2,095,753	\$ 686,454	\$ 8,523,178	\$ 7,836,724	\$ 8,844,663	\$ 4,513,607	
Days Cash on Hand (assume no more cash is collected)	196	80	73	61	72	65	72	74	99	25	26	38	
Estimated Days Until Depleted (operating cash only)		411	2,399	310	406	389	416	411	583	172	177	273	
Years Until Cash Depletion (operating cash only)		1.13	6.57	0.85	1.11	1.07	1.14	1.12	1.60	0.47	0.49	0.75	

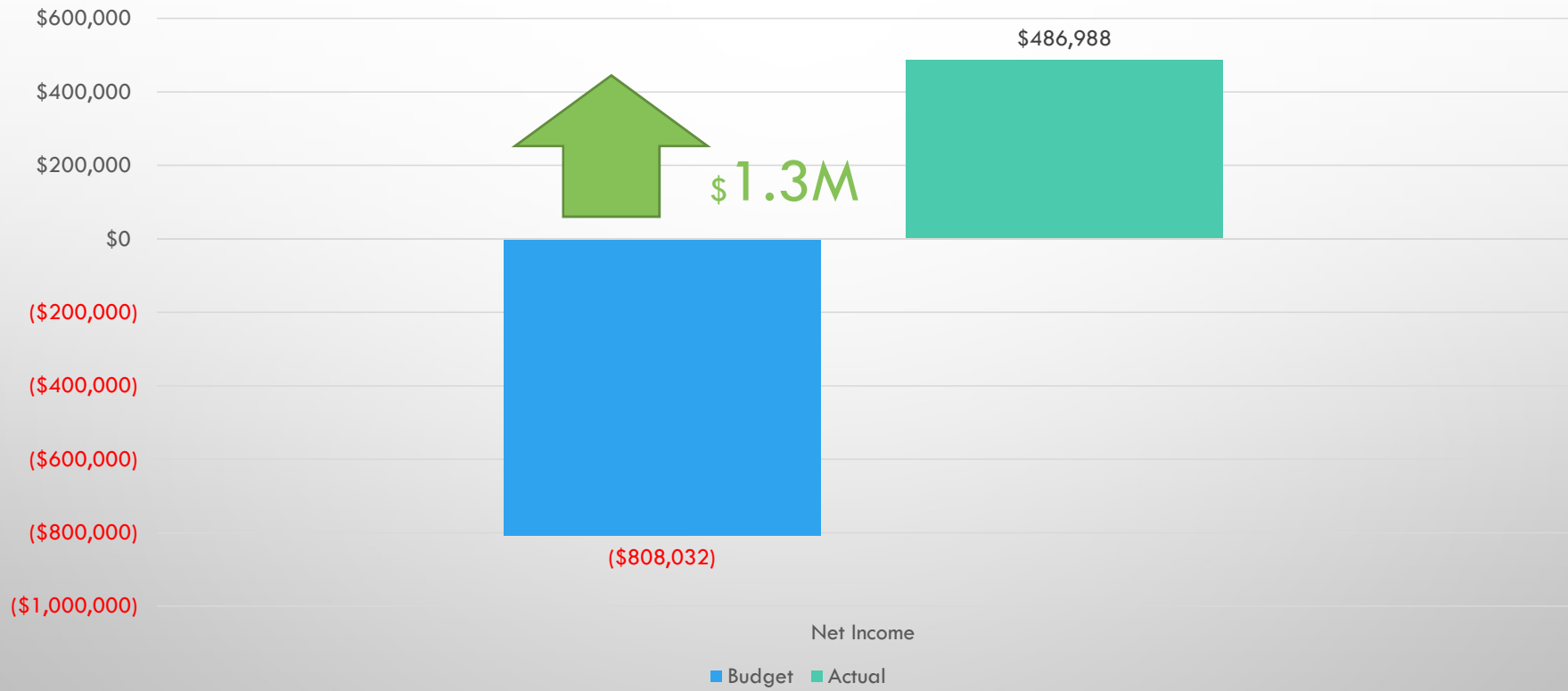
**NIHD Financial Update
Chief Financial Officer
March 2026**



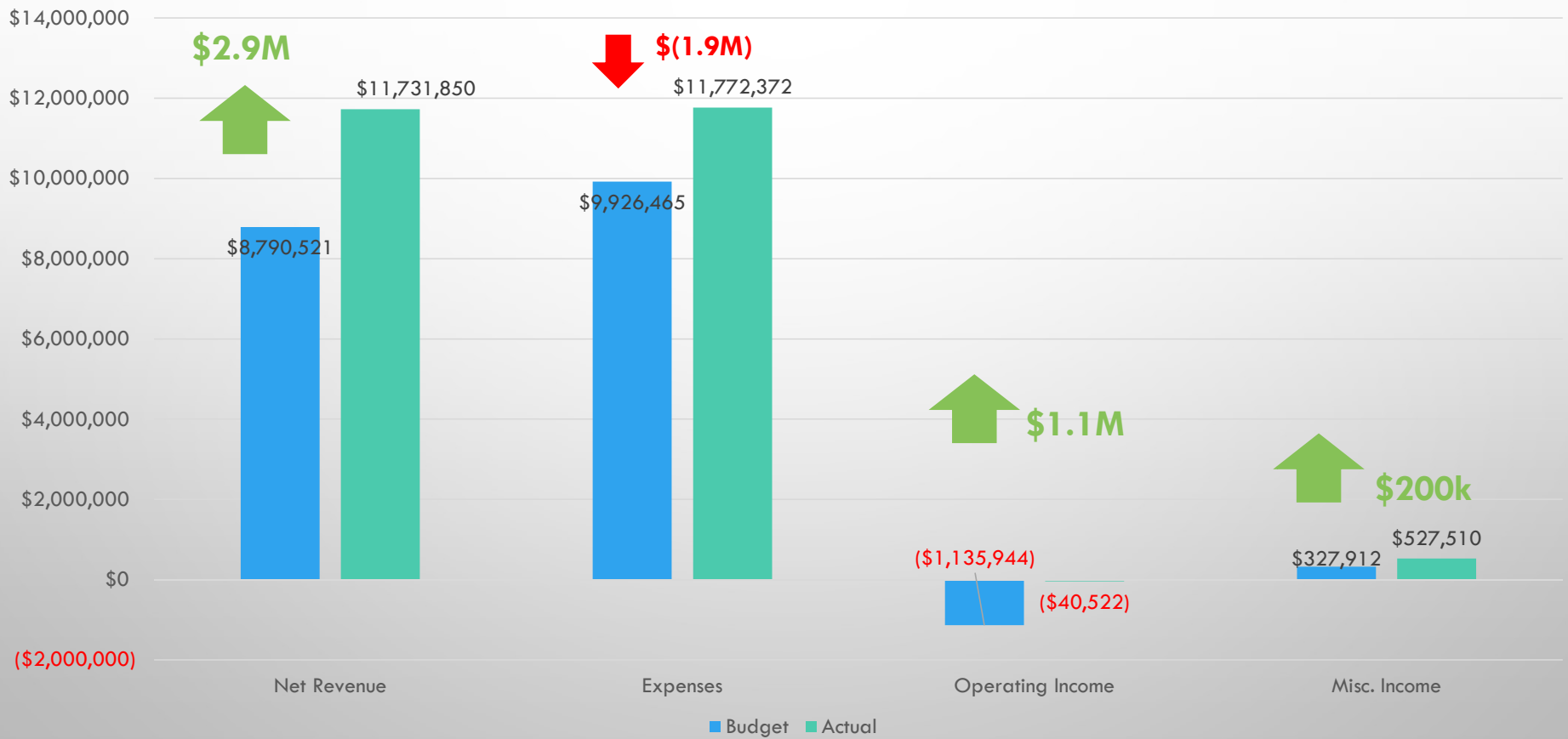


VOLUME & INCOME

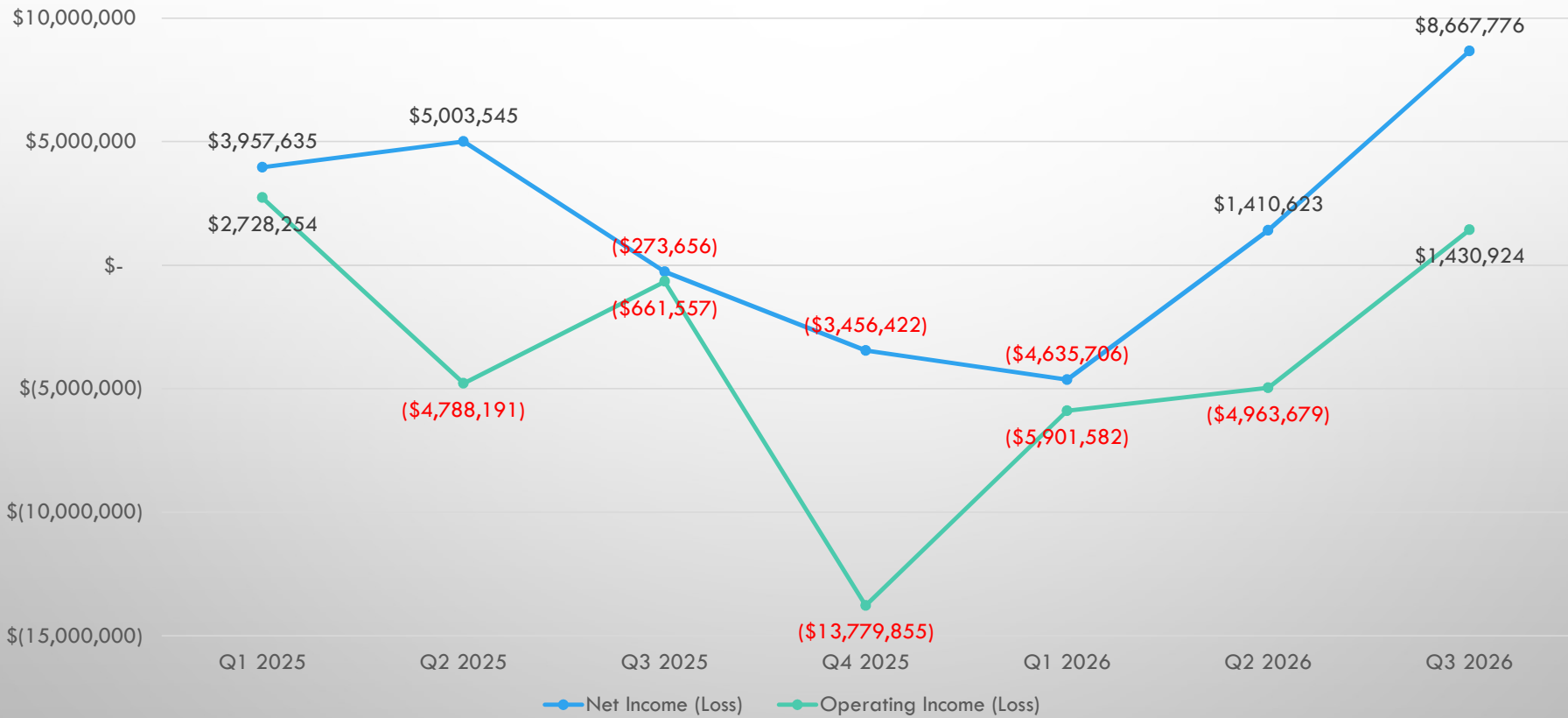
NET INCOME



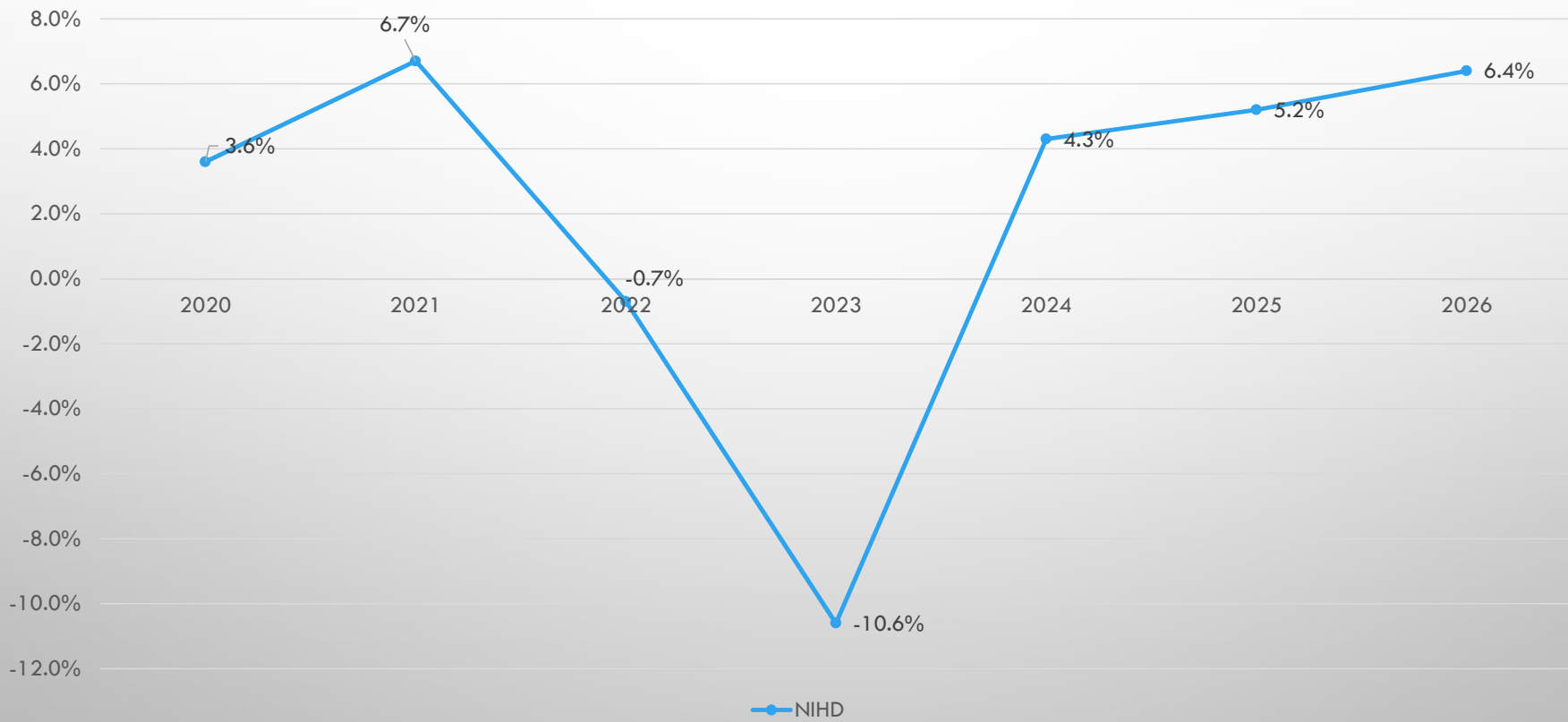
INCOME TO BUDGET



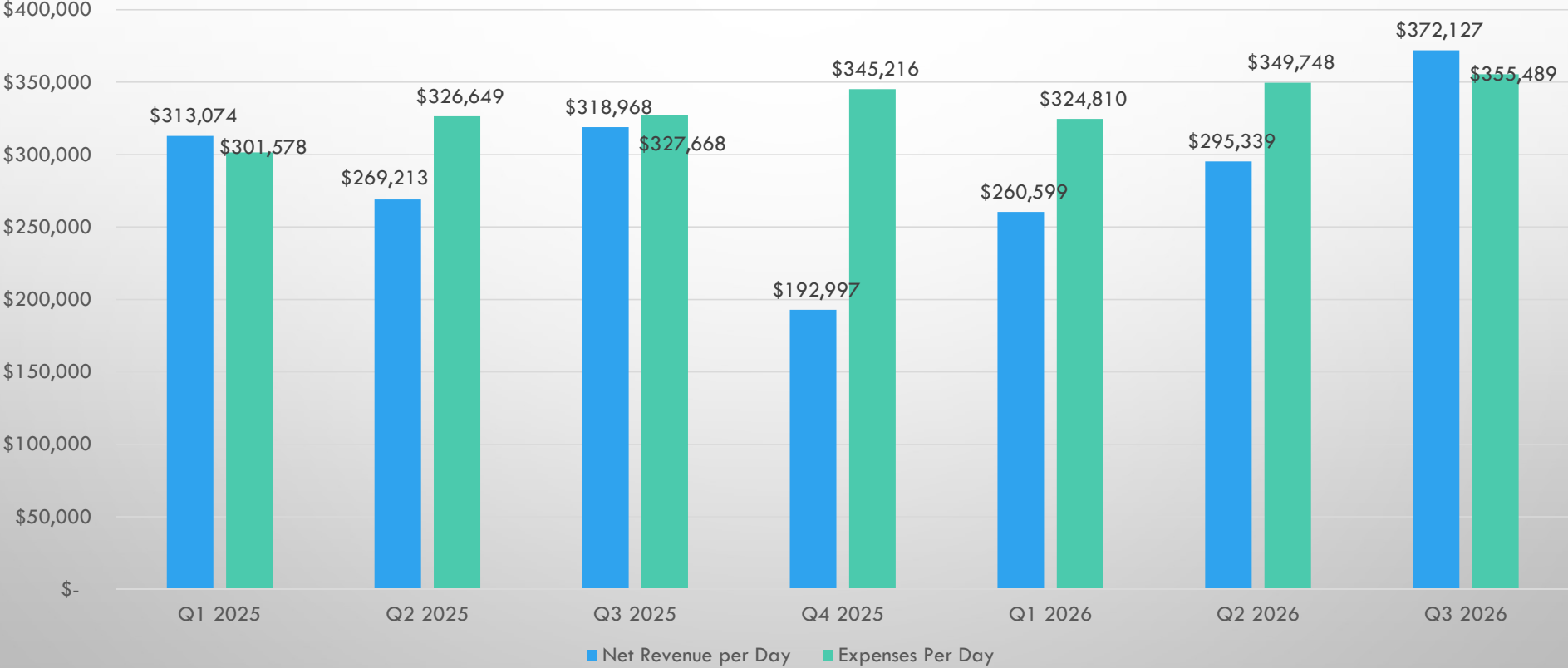
INCOME TREND



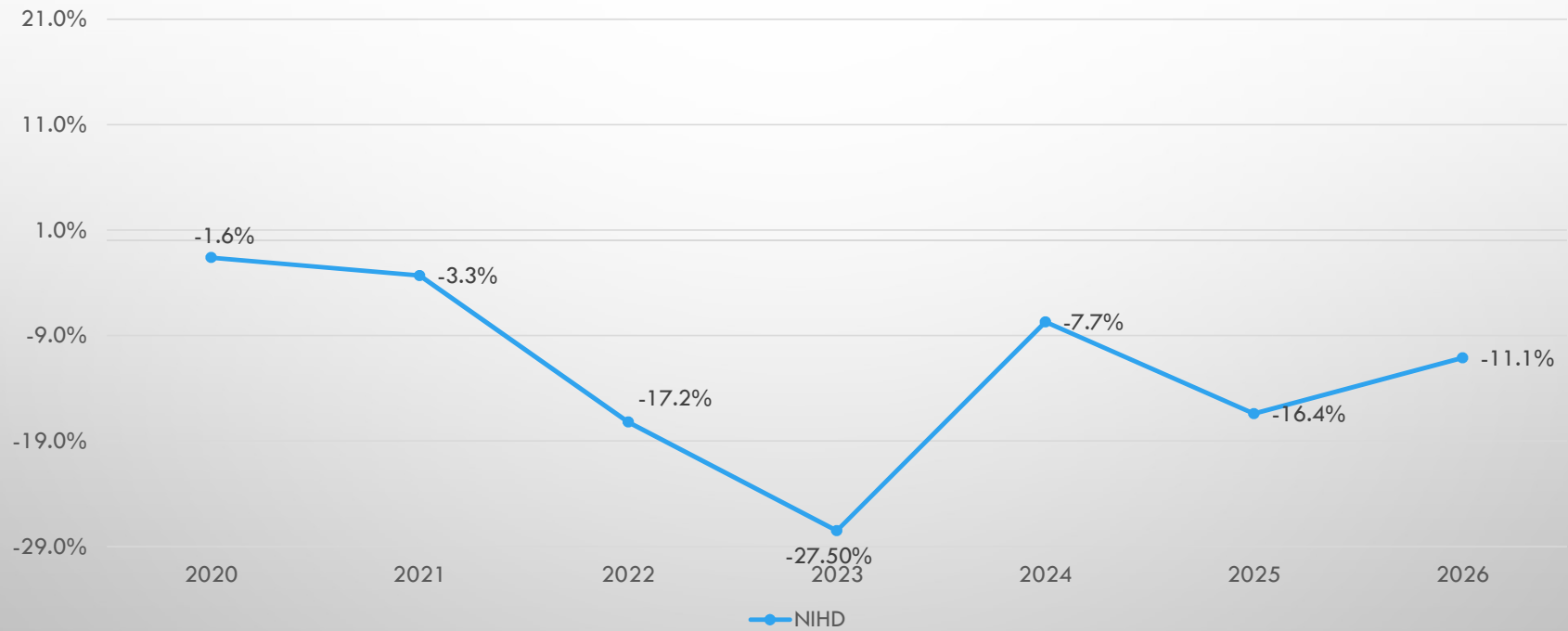
NET PROFIT MARGIN



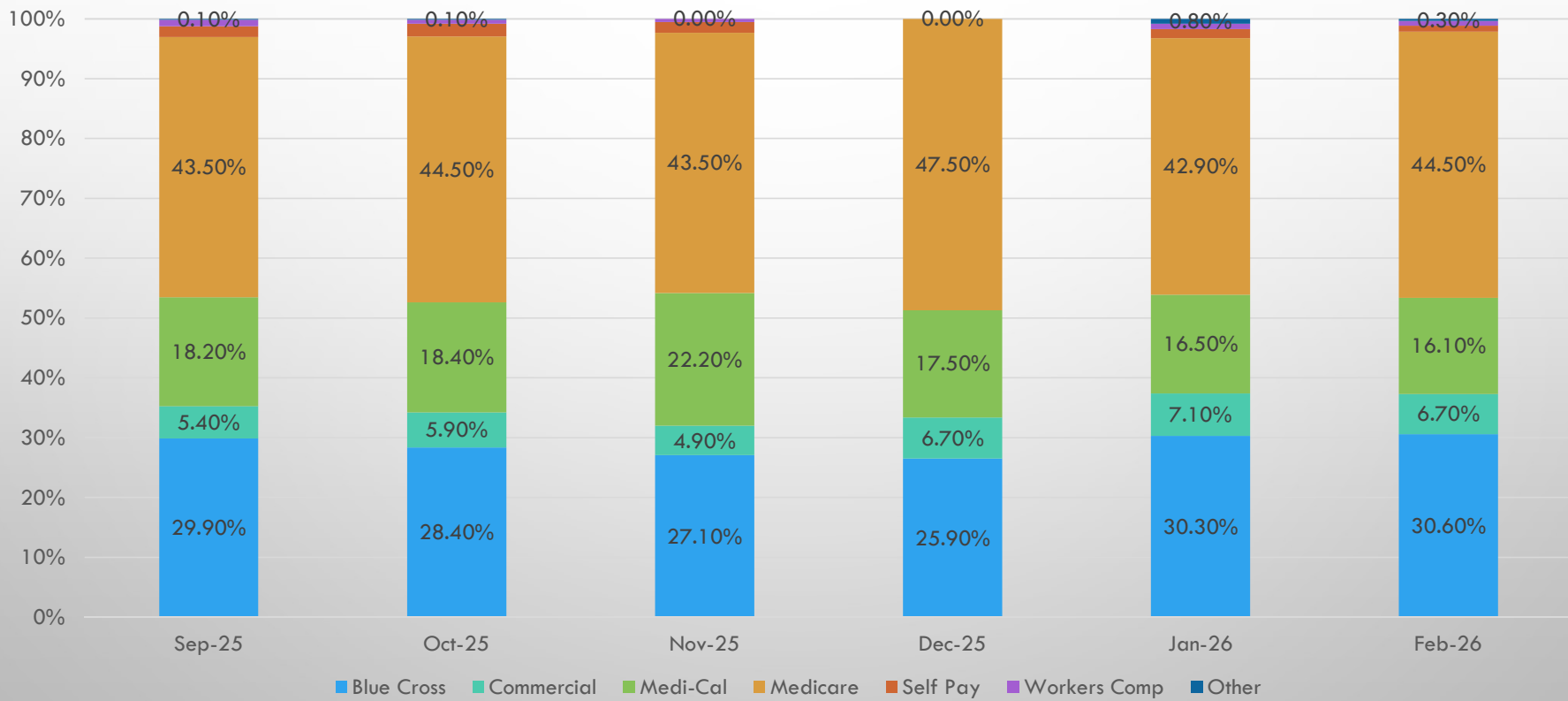
TREND PER CALENDAR DAY



OPERATING MARGIN



PAYOR MIX TREND



WAGE COSTS

	YTD 2025	YTD 2026	YTD Budget
Total Paid FTEs	392.7	398.4	392.7
Salaries, Wages, Benefits (SWB) Expense (incl. contract labor)	\$46,687,219	\$49,435,968	\$47,264,274
SWB % of total expenses (including contract labor)	54%	53%	53%
Employed Average Hourly Rate	\$50.46	\$55.90	\$52.32
Benefits % of Wages	47%	40%	45%

VOLUME & INCOME ACTION PLAN

- THE MAMMOTH ORTHOPEDIC INSTITUTE BEGAN ORTHOPEDIC SURGERIES IN JULY. THEIR SURGICAL VOLUME HAS STEADILY INCREASED. ORTHOPEDIC SURGERIES EXCEEDED THEIR BUDGET. ADDITIONALLY GENERAL SURGERIES ARE ALSO EXCEEDING BUDGET.
- WE ARE WORKING ON REVIEWING OPERATIONAL EFFICIENCY INCLUDING OR UTILIZATION AND SPACE UTILIZATION REVIEWS TO MAXIMIZE PATIENT FLOW AND CARE.
- WE ARE BEING MORE DELIBERATE IN OUR SERVICE LINE STRATEGY.
- WE ARE WORKING ON A STAFF BENCHMARKING ANALYSIS TO DETERMINE IF WE ARE APPROPRIATELY STAFFING BY SKILL MIX IN ALL DEPARTMENTS.
- LEADERS ARE DOING A GREAT JOB OF MANAGING THEIR EXPENSES AND HELPING BUILD BUDGETS FOR THE NEXT FISCAL YEAR.

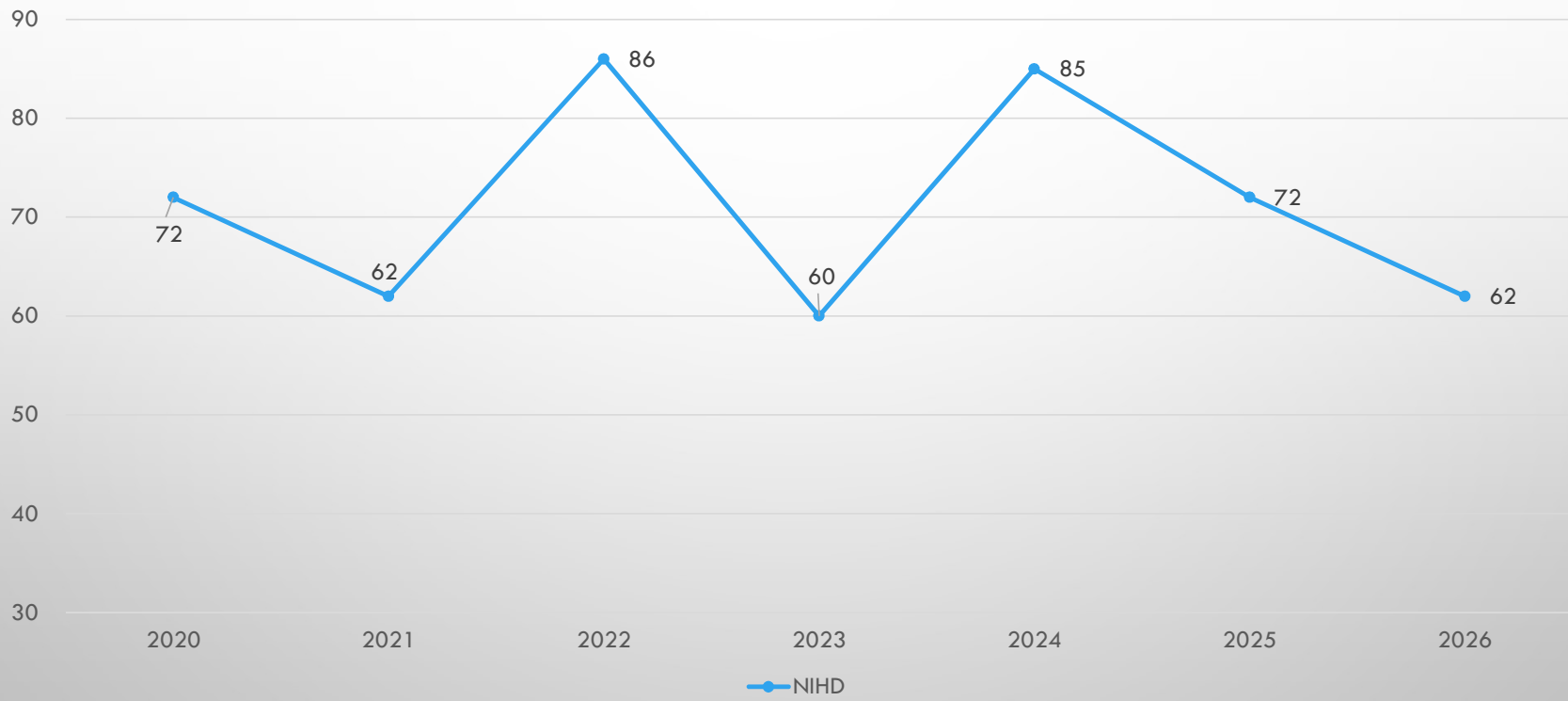


CASH PERFORMANCE

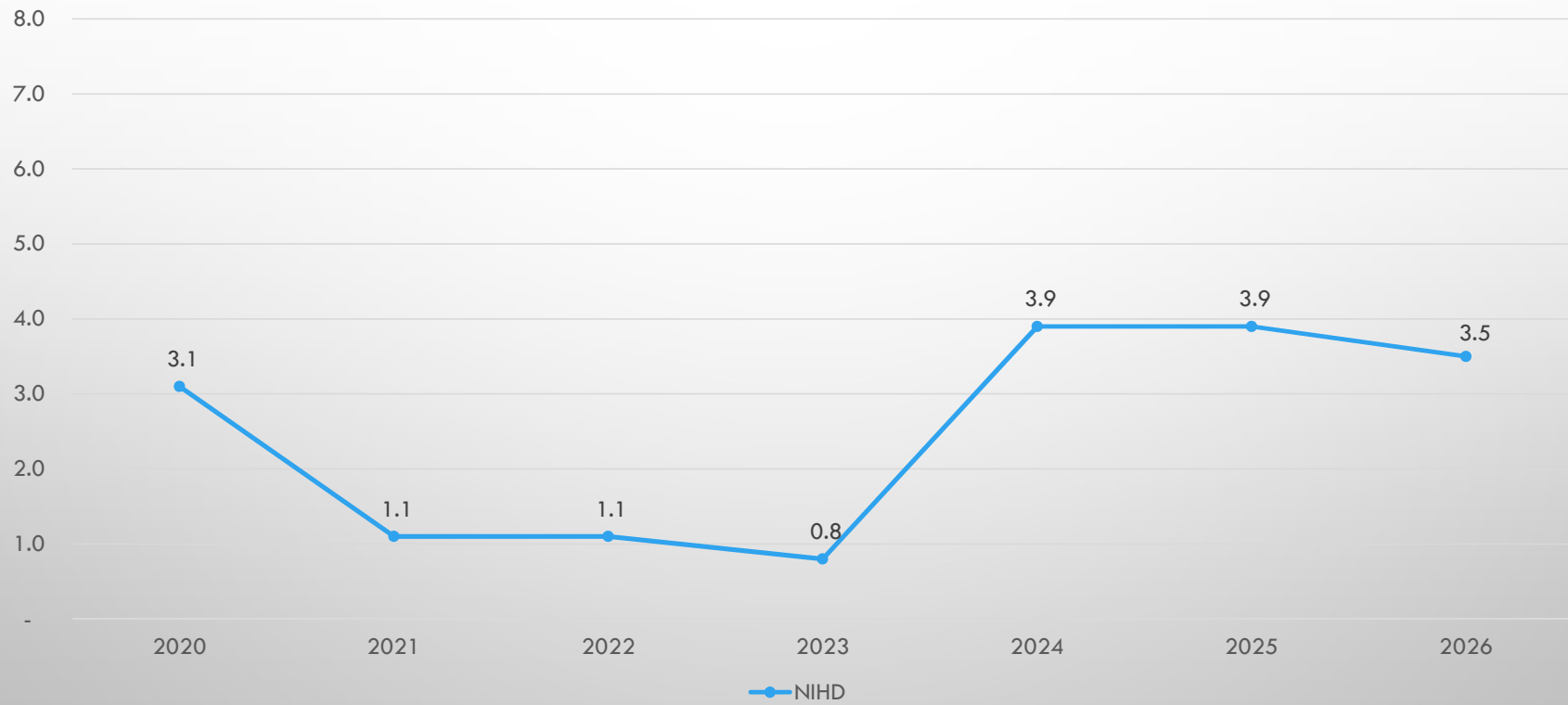
INCOME TO CASH

	FYE 2026
Net Income (loss)	\$5,444,624
Principal Payments on Long-Term Debt (balance sheet only)	\$(1,942,891)
Other Debt (long-term leases & subscriptions – balance sheet only)	\$(774,138)
Capital purchases (balance sheet only)	\$(2,217,739)
Timing of accruals vs cash (accrued in FYE 2025 and received in FYE 2026)	\$3,324,851
Impact to Cash	\$(1,609,917)
Adjusted Net Income (cash basis)	\$3,834,707

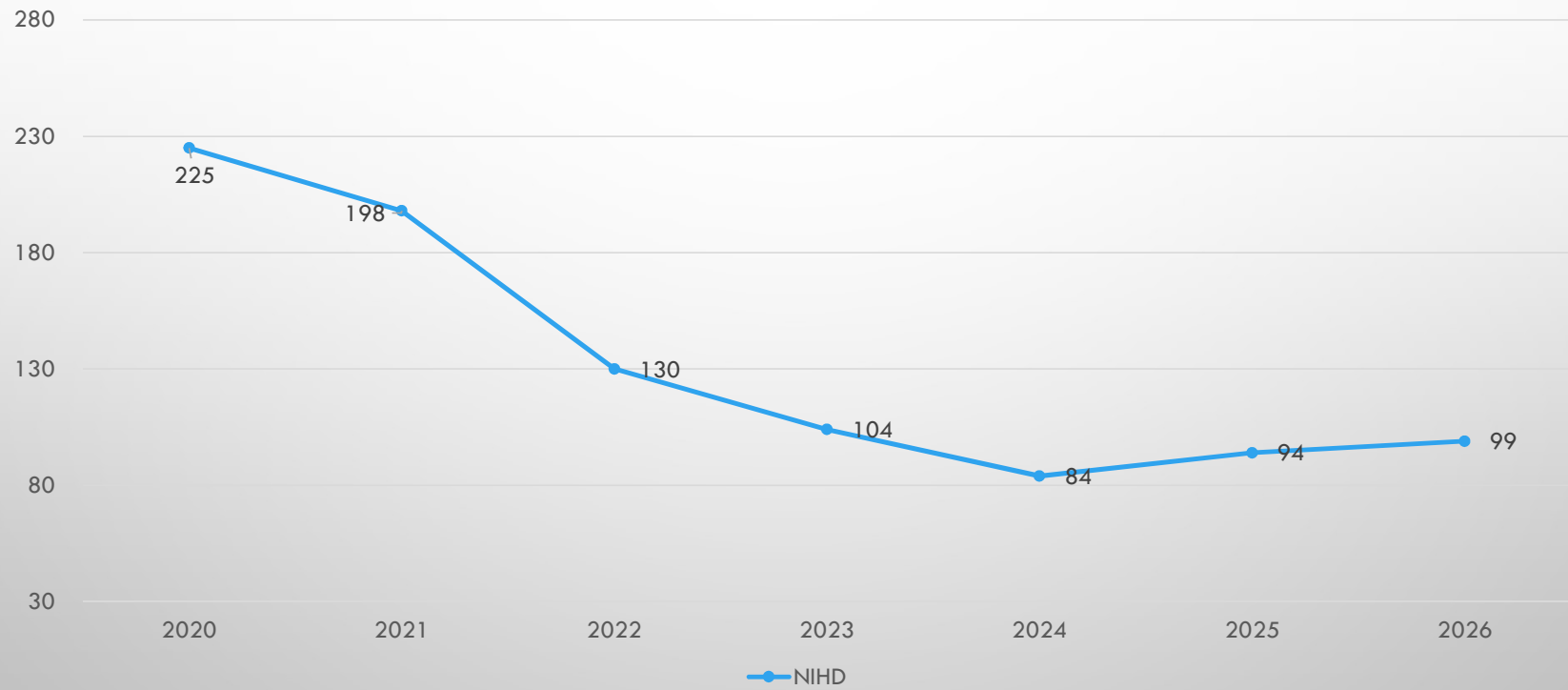
GROSS AR DAYS



DEBT SERVICE COVERAGE RATIO



DAYS CASH ON HAND



UNRESTRICTED FUNDS



CASH ACTION PLAN

- THE CASH FLOW ACTION TEAM IS WORKING TO IMPROVE PROCESSES IN ALL ASPECTS OF BILLING AND COLLECTIONS.
- WE HAVE HIRED A NEW AI-BASED BILLING COMPANY, JORIE, AND HAVE HIT RECORD CASH COLLECTIONS THE PAST FEW MONTHS. THE AUTOMATION IS NOW LIVE IN SEVERAL AREAS.
- WE HAVE MOVED \$16M IN CASH TO FIVE STAR BANK TO EARN BETTER RETURNS ON OUR CASH.
- WE HAVE ANOTHER \$11M IN THE LAIF EARNING OVER 4% INTEREST.
- WE COLLECTED \$220K MORE IN CY 2025 UPFRONT THAN WE DID IN EITHER CY 2023 OR CY 2024.
- AR DAYS ARE AT A RECORD LOW FOR THE ORGANIZATION.

**Northern Inyo Healthcare District
Income Statement
Fiscal Year 2026**

	1/31/2026	Jan Budget	1/31/2025	2/28/2026	Feb Budget	2/28/2025	3/31/2026	Mar Budget	3/31/2025	2026 YTD	Budget Variance	PYM Change
Gross Patient Service Revenue												
Inpatient Patient Revenue	3,998,937	3,720,076	3,280,133	5,180,099	3,355,879	2,845,791	5,985,858	3,643,136	6,901,902	36,776,381	2,342,722	(916,044)
Outpatient Revenue	15,795,037	15,129,676	14,664,711	14,213,119	13,070,432	12,402,184	15,833,078	14,386,230	13,051,580	131,357,094	1,446,848	2,781,498
Clinic Revenue	2,125,119	1,880,288	1,862,148	1,856,889	1,706,899	1,689,999	2,052,895	1,735,007	1,718,306	17,816,142	317,889	334,590
Gross Patient Service Revenue	21,919,093	20,730,040	19,806,992	21,250,107	18,133,209	16,937,974	23,871,832	19,764,372	21,671,787	185,949,617	4,107,459	2,200,044
Deductions from Revenue												
Contractual Adjustments	(11,166,102)	(9,943,164)	(8,951,555)	(9,511,723)	(8,980,922)	(8,529,361)	(11,883,671)	(9,943,164)	(10,138,614)	(94,989,184)	(1,940,507)	(1,745,058)
Bad Debt	117,631	(119,730)	1,386,194	(324,918)	(108,143)	(194,637)	(1,107,080)	(119,730)	(370,446)	(3,776,098)	(987,350)	(736,634)
A/R Writeoffs	(311,625)	(731,396)	(1,723,376)	(288,495)	(660,615)	(844,459)	(458,960)	(731,396)	(176,044)	(3,893,551)	272,435	(282,916)
Other Deductions from Revenue	-	(179,562)	-	-	(162,185)	-	1,309,730	(179,562)	-	1,309,730	1,489,292	1,309,730
Deductions from Revenue	(11,360,096)	(10,973,852)	(9,288,737)	(10,125,136)	(9,911,866)	(9,568,457)	(12,139,981)	(10,973,852)	(10,685,103)	(101,349,104)	(1,166,130)	(1,454,878)
Other Patient Revenue												
Incentive Income	-	-	-	-	-	-	-	-	-	-	-	-
Other Oper Rev - Rehab Thera Serv	-	-	-	-	-	-	-	-	-	-	-	-
Medical Office Net Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Other Patient Revenue	-	-	-	-	-	-	-	-	-	-	-	-
Net Patient Service Revenue	10,558,997	9,756,188	10,518,255	11,124,971	8,221,343	7,369,517	11,731,850	8,790,521	10,986,684	84,600,513	2,941,330	745,166
CNR%	48.2%	47.1%	53.1%	52.4%	45.3%	43.5%	49.1%	44.5%	50.7%	45.5%	4.7%	-1.6%
Cost of Services - Direct												
Salaries and Wages	3,119,201	2,884,813	3,402,211	2,929,179	3,109,178	2,430,386	3,271,550	3,435,715	2,997,295	28,205,120	(164,165)	274,255
Benefits	846,729	1,285,519	1,412,693	1,351,414	1,407,463	1,184,125	1,776,950	1,512,150	1,425,501	11,297,341	264,799	351,448
Professional Fees	2,160,806	1,878,634	1,769,446	1,947,795	2,314,639	1,772,635	2,104,413	2,396,473	2,013,306	17,743,202	(292,060)	91,107
Contract Labor	210,212	238,645	373,323	216,406	335,595	377,408	243,243	361,796	187,691	2,342,351	(118,554)	55,551
Pharmacy	474,261	451,577	373,056	336,237	407,876	207,210	529,919	451,577	755,356	3,800,310	78,343	(225,436)
Medical Supplies	521,289	442,141	428,092	564,437	398,630	357,873	400,978	442,517	303,803	4,531,576	(41,539)	97,175
Hospice Operations	-	-	-	-	-	-	-	-	-	-	-	-
EHR System Expense	23,914	32,115	41,264	39,971	32,115	32,417	31,525	32,115	20,415	329,612	(589)	11,110
Other Direct Expenses	677,001	615,178	764,432	604,322	841,786	615,234	756,649	876,969	585,010	6,244,319	(120,321)	171,639
Total Cost of Services - Direct	8,033,412	7,828,621	8,664,517	7,989,762	8,847,281	6,977,287	9,115,227	9,509,311	8,288,377	74,493,831	(394,085)	826,850
General and Administrative Overhead												
Salaries and Wages	595,662	550,901	564,143	512,982	-	402,119	567,755	-	514,529	4,956,162	567,755	53,226
Benefits	150,653	228,724	261,366	137,719	-	219,418	334,327	-	241,966	1,948,779	334,327	92,361
Professional Fees	573,136	498,292	478,210	485,303	-	428,917	916,493	-	494,527	5,604,997	916,493	421,967
Contract Labor	108,478	123,151	(61,083)	40,350	-	(10,102)	37,315	-	95,330	686,215	37,315	(58,015)
Depreciation and Amortization	424,294	417,154	409,164	642,734	417,154	409,164	494,010	417,154	409,164	4,143,660	76,856	84,846
Other Administrative Expenses	288,192	261,875	244,700	229,845	-	253,138	307,245	-	251,163	2,199,276	307,245	56,082
Total General and Administrative Overhead	2,140,415	2,080,097	1,896,500	2,048,934	417,154	1,702,654	2,657,146	417,154	2,006,679	19,539,089	2,239,992	650,466
Total Expenses	10,173,827	9,908,718	10,561,017	10,038,695	9,264,435	8,679,941	11,772,372	9,926,465	10,295,056	94,032,920	1,845,907	1,477,316
Financing Expense	171,708	196,180	205,348	164,468	196,180	195,369	170,574	196,180	201,224	1,591,852	(25,606)	(30,650)
Financing Income	1,393,000	181,031	181,031	(260,102)	78,984	78,984	381,929	78,984	78,984	3,074,827	302,945	302,945
Investment Income	102,405	47,322	46,487	67,568	47,322	37,373	82,241	47,322	49,720	881,899	34,919	32,521
Miscellaneous Income	170,446	220,857	201,059	5,572,201	213,075	170,566	233,914	397,786	145,639	12,512,156	(163,872)	88,275
Net Income (Change in Financial Position)	1,879,313	100,500	180,468	6,301,475	(899,890)	(1,218,870)	486,988	(808,032)	764,746	5,444,624	1,295,020	(277,758)
Operating Income	385,170	(152,530)	(42,761)	1,086,276	(1,043,092)	(1,310,424)	(40,522)	(1,135,945)	691,628	(9,432,407)	1,095,423	(732,150)
EBIDA	2,303,607	517,654	589,632	6,944,209	(482,737)	(809,707)	980,998	(390,879)	1,173,910	9,588,284	1,371,877	(192,912)
Net Profit Margin	17.8%	1.0%	1.7%	56.6%	-10.9%	-16.5%	4.2%	-9.2%	7.0%	6.4%	13.3%	-5.2%
Operating Margin	3.6%	-1.6%	-0.4%	9.8%	-12.7%	-17.8%	-0.3%	-12.9%	6.3%	-11.1%	12.6%	-6.7%
EBIDA Margin	21.8%	5.3%	5.6%	62.4%	-5.9%	-11.0%	8.4%	-4.4%	10.7%	11.3%	12.8%	-5.1%

**Northern Inyo Healthcare District
Balance Sheet
Fiscal Year 2026**

	PY Balances	1/31/2026	1/31/2025	2/28/2026	2/28/2025	3/31/2026	3/31/2025	PM Change	PY Change
Assets									
Current Assets									
Cash and Liquid Capital	20,757,956	16,796,957	16,381,395	17,484,375	17,437,514	21,007,812	18,774,677	3,523,437	2,233,135
Short Term Investments	7,741,599	6,069,608	7,420,527	6,076,527	7,419,400	11,076,390	7,253,236	4,999,863	3,823,154
PMA Partnership	-	-	-	-	-	-	-	-	-
Accounts Receivable, Net of Allowance	16,645,748	21,330,628	21,232,772	26,841,775	17,511,087	27,435,133	18,641,177	593,359	8,793,956
Other Receivables	9,238,007	12,584,787	8,279,368	12,744,646	10,409,887	4,811,775	9,013,770	(7,932,871)	(4,201,996)
Inventory	5,334,241	5,345,822	6,129,163	5,343,895	6,125,219	5,359,679	7,049,031	15,784	(1,689,352)
Prepaid Expenses	1,106,127	1,904,391	1,483,581	1,892,288	810,066	1,870,160	1,195,648	(22,128)	674,512
Total Current Assets	60,823,678	64,032,193	60,926,806	70,383,505	59,713,172	71,560,949	61,927,539	1,177,444	9,633,409
Assets Limited as to Use									
Internally Designated for Capital Acquisition	-	-	-	-	-	-	-	-	-
Short Term - Restricted	1,469,292	(711,295)	1,468,673	(711,179)	1,468,789	(711,051)	1,468,917	128	(2,179,968)
Limited Use Assets									
LAIF - DC Pension Board Restricted	-	-	-	-	-	-	-	-	-
LAIF - DB Pension Board Restricted	9,393,030	9,393,030	10,346,490	9,393,030	10,346,490	9,393,030	13,882,457	-	(4,489,427)
PEPRA - Deferred Outflows	-	-	-	-	-	-	-	-	-
PEPRA Pension	-	-	-	-	-	-	-	-	-
Deferred Outflow - Excess Acquisition	573,097	573,097	573,097	573,097	573,097	573,097	573,097	-	-
Total Limited Use Assets	9,966,127	9,966,127	10,919,587	9,966,127	10,919,587	9,966,127	14,455,554	-	(4,489,427)
Revenue Bonds Held by a Trustee	297,382	257,439	336,360	251,962	330,616	246,484	324,871	(5,477)	(78,387)
Total Assets Limited as to Use	11,732,801	9,512,271	12,724,620	9,506,909	12,718,991	9,501,560	16,249,342	(5,349)	(6,747,782)
Long Term Assets									
Long Term Investment	497,086	258,065	747,838	250,182	748,360	250,060	(597,117)	(123)	847,177
Fixed Assets, Net of Depreciation	81,644,252	79,823,636	83,497,234	79,236,372	83,122,430	78,707,951	83,170,782	(528,421)	(4,462,831)
Total Long Term Assets	82,141,338	80,081,701	84,245,072	79,486,555	83,870,790	78,958,011	82,573,665	(528,544)	(3,615,654)
Total Assets	154,697,817	153,626,165	157,896,498	159,376,969	156,302,954	160,020,520	160,750,547	643,551	(730,027)
Liabilities									
Current Liabilities									
Current Maturities of Long-Term Debt	3,599,764	3,735,906	4,601,872	3,827,808	4,586,959	3,561,107	4,312,667	(266,701)	(751,560)
Accounts Payable	4,413,297	6,329,466	4,559,038	5,397,508	4,086,194	5,456,295	3,592,092	58,787	1,864,203
Accrued Payroll and Related	3,525,333	4,441,717	2,929,795	4,726,435	2,991,863	5,021,515	3,268,949	295,080	1,752,566
Accrued Interest and Sales Tax	83,538	142,138	358,675	200,396	424,010	265,033	144,235	64,638	120,798
Notes Payable	339,892	339,892	446,860	339,892	446,860	339,892	446,860	-	(106,968)
Unearned Revenue	-	-	(4,542)	-	(4,542)	-	(4,542)	-	4,542
Due to 3rd Party Payors	3,324,903	4,331,882	693,247	4,331,882	693,247	4,331,882	1,637,684	-	2,694,198
Due to Specific Purpose Funds	-	-	-	-	-	-	-	-	-
Other Deferred Credits - Pension & Leases	8,758,790	8,744,302	12,585,336	8,742,233	12,583,266	8,740,163	12,581,197	(2,070)	(3,841,033)
Total Current Liabilities	24,045,518	28,065,305	26,170,281	27,566,154	25,807,857	27,715,888	25,979,142	149,735	1,736,746
Long Term Liabilities									
Long Term Debt	33,367,666	30,675,496	33,830,169	30,483,481	33,732,107	30,376,414	33,749,977	(107,067)	(3,373,563)
Bond Premium	127,973	106,014	143,659	102,877	140,522	99,740	137,384	(3,137)	(37,645)
Accreted Interest	17,272,679	16,961,927	16,831,830	17,046,315	16,920,864	17,130,702	17,009,899	84,388	120,804
Other Non-Current Liability - Pension	31,874,258	31,874,258	32,946,355	31,874,258	32,946,355	31,874,258	32,946,355	-	(1,072,097)
Total Long Term Liabilities	82,642,576	79,617,695	83,752,012	79,506,931	83,739,848	79,481,114	83,843,615	(25,817)	(4,362,501)
Suspense Liabilities									
Uncategorized Liabilities (grants)	61,310	34,957	127,821	94,957	127,821	114,957	139,321	20,000	(24,364)
Total Liabilities	106,749,404	107,717,956	110,050,114	107,168,041	109,675,526	107,311,959	109,962,078	143,918	(2,650,119)
Fund Balance									
Fund Balance	40,722,935	45,781,867	37,236,063	45,780,996	37,235,861	45,793,513	40,632,146	12,517	5,161,367
Temporarily Restricted	1,469,292	1,470,180	1,468,673	1,470,296	1,468,789	1,470,424	1,468,799	128	1,625
Net Income	5,756,186	(1,343,839)	9,141,648	4,957,636	7,922,778	5,444,624	8,687,524	486,988	(3,242,900)
Total Fund Balance	47,948,412	45,908,208	47,846,384	52,208,928	46,627,427	52,708,561	50,788,469	499,633	1,920,092
Liabilities + Fund Balance	154,697,817	153,626,165	157,896,498	159,376,969	156,302,954	160,020,520	160,750,547	643,551	(730,027)
(Decline)/Gain		735,439	1,146,425	5,750,804	(1,593,545)	643,551	4,447,593	(5,107,254)	(3,804,042)

Northern Inyo Healthcare District
 Long-Term Debt Service Coverage Ratio
 FYE 2026

Calculation method agrees to SECOND and THIRD
 SUPPLEMENTAL INDENTURE OF TRUST 2021 Bonds Indenture

Long-Term Debt Service Coverage Ratio Calculation

<u>Numerator:</u>	HOSPITAL FUND ONLY
Excess of revenues over expense	\$ 5,444,624
+ Depreciation Expense	4,143,660
+ Interest Expense	1,591,852
Less GO Property Tax revenue	2,152,379
Less GO Interest Expense	346,927
 <i>"Income available for debt service"</i>	 \$ 8,680,829

<u>Denominator:</u>	
Maximum "Annual Debt Service"	
2021A Revenue Bonds	\$ 112,700
2021B Revenue Bonds	892,400
2009 GO Bonds (Fully Accreted Value)	
2016 GO Bonds	
Financed purchases and other loans	1,506,725
Total Maximum Annual Debt Service	\$ 2,511,825

Ratio: (numerator / denominator) **3.46**

Required Debt Service Coverage Ratio: 1.10

In Compliance? (Y/N) **Yes**

Unrestricted Funds and Days Cash on Hand

	HOSPITAL FUND ONLY
Cash and Investments-current	\$ 32,084,202
Cash and Investments-non current	250,060
Sub-total	32,334,262
Less - Restricted:	
PRF and grants (Unearned Revenue)	-
Held with bond fiscal agent	-
Building and Nursing Fund	-
Total Unrestricted Funds	\$ 32,334,262

Total Operating Expenses	\$ 94,032,920
Less Depreciation	4,143,660
Net Expenses	89,889,260
Average Daily Operating Expense	\$ 328,063

Days Cash on Hand **99**

Northern Inyo Healthcare District
Statement of Cash Flows
Fiscal Year 2026

CASH FLOWS FROM OPERATING ACTIVITIES

Receipts from and on Behalf of Patients	84,639,734
Payments to Suppliers and Contractors	(40,724,220)
Payments to and on Behalf of Employees	(50,581,962)
Other Receipts and Payments, Net	4,440,422
Net Cash Provided (Used) by Operating Activities	<u>(2,226,026)</u>

CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES

Noncapital Contributions and Grants	5,872,458
Property Taxes Received	922,448
Net Cash Provided (Used) by Noncapital Financing Activities	<u>6,794,906</u>

CASH FLOWS FROM CAPITAL AND CAPITAL RELATED FINANCING ACTIVITIES

Principal Payments on Long-Term Debt	(1,942,891)
Proceeds from the Issuance of Refunding Revenue Bonds	-
Payment to Defease Revenue Bonds	-
Interest Paid	(1,591,852)
Purchase and Construction of Capital Assets	2,255,315
Payments on Lease Liability	(71,540)
Payments on Subscription Liability	(702,598)
Property Taxes Received	381,929
Net Cash Provided (Used) by Capital and Capital Related Financing Activities	<u>(1,671,637)</u>

CASH FLOWS FROM INVESTING ACTIVITIES

Investment Income	881,899
Rental Income	55,564
Net Cash Provided (Used) by Investing Activities	<u>937,463</u>

NET CHANGE IN CASH AND CASH EQUIVALENTS

3,834,707

Cash and Cash Equivalents - Beginning of Year

28,499,555

CASH AND CASH EQUIVALENTS - END OF YEAR

32,334,262