

Board Meeting

Supplemental Packet

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**Mammoth Hospital & Northern Inyo Hospital
Joint Board Meeting: May 4, 2026**

Mammoth Hospital Current Status



OUR HISTORY

- **1968:** Mammoth Hospital Auxiliary Formed
- **1978:** Mammoth Hospital Opens
- **1984-1994:** Management Agreement with Centinela
- **1995:** Mammoth Hospital receives its Medicare certification to offer Rural Health Clinic (RHC) services.
- **2001:** Critical Access Designation and Bond for Building E





Ryan Wood, Esq
Treasurer



Joanne Hunt, RN
Vice Chair



Laurey Carlson
Chair



Yuri Parisky, MD
Secretary



Jen Burrows
Member at Large

2026 SOUTHERN MONO HEALTHCARE DISTRICT BOARD OF DIRECTORS





Mark Lind
Chief Operating Officer



Steve Kirtland, MD
Chief Medical Officer



Melanie Van Winkle
Chief Executive Officer
Chief Financial Officer



Caitlin Crunk, RN
Chief Nursing Officer



Zack Brown
Chief Ambulatory
Services Officer

SENIOR MANAGEMENT



HOSPITAL PROFILE

- Critical Access Hospital
- 550 Employees
- 100 Physicians Providers
- 15 In-Patient Beds
- Rural Health Clinic
 - 18 Physician office specialties





OUR SERVICES

FULL TIME SERVICES

- Behavioral Health
- Dental
- Dermatology
- Family Medicine
- General Surgery
- Orthopedics (Mammoth & Bishop)
- Pediatrics
- Physical Therapy (Mammoth & Bishop)
- Women's Health



PART TIME SPECIALISTS

- Cardiology
- ENT
- Neurology
- Rheumatology
- Physical Medicine and Rehabilitation (PM&R)
- Psychiatry
- Pulmonology
- Urology



ANNUAL PATIENT VOLUME STATISTICS

(FY2025)

-
- Patient Days: 1,859
 - Clinic Visits: 54,088
 - ED Visits: 11,590
 - Surgeries: 1,998
 - Lab Tests: 97,917
 - Imaging: 22,845
 - Physical Therapy: 26,548





RECENT CAMPUS UPDATES

- ▶ **Dental Clinic:** Increased from 3 to 6 Treatment Bays
- ▶ **Medical Imaging:** Expanded diagnostic capabilities including new CT scanner
- ▶ **Lab:** Main Laboratory Room Expansion and Upgrade
- ▶ **Family Medicine:** Exam Rooms increased from 13 to 19 to meet increased Patient Visits
- ▶ **Parking Lot:** Increase of 42 Spaces

The North Wing Project: Spring 2028



About the Project

- New Main Entrance
- Over 68,000 sq feet – 2 story building
- Meets 2030 seismic compliance requirements
- 3 connecting bridges to existing hospital
- All inpatient rooms move to the new building. Current space is almost 50 years old.
- 4 ICU rooms (from 2 in current bldg.)
- 9 Med/Surg rooms (5 are super singles to allow double occupancy in high volume periods)
- Total of 18 bed license (15 bed license currently)
- Dedicated Outpatient Services Center
- Total Cost: \$158 million
- Funding: \$50M debt secured in fall; \$108M from savings and Foundation donations



Community Bridge



Timeline

- Groundbreaking and site prep began in spring 2025.
- Steel Topping Ceremony December 2025
- Main bldg. - late summer 2027
- Opening in late winter 2028
- Public connector bridge late summer 2028



Current Construction Progress





 **MAMMOTH HOSPITAL**
Elevate Your Health

MAIN ENTRANCE LOBBY



CAFÉ (OPEN TO THE PUBLIC)



2ND FLOOR
WAITING AREA



NEW PATIENT ROOMS



FUTURE CAMPUS



THANK YOU

Introduction to Northern Inyo Healthcare District (NIHD)

April 23, 2026



NORTHERN INYO HEALTHCARE DISTRICT

History of Northern Inyo Healthcare District

- 1946:** The Northern Inyo County Local Hospital District is formed, leasing an 18-bed infirmary at Bishop Airport before taking over the local hospital.
- 1948–1949:** Construction begins on the new hospital facility in September 1948, with the new Northern Inyo Hospital opening in October 1949.
- 1967:** Major expansion added a new lobby, patient rooms, operating rooms, and updated diagnostic areas.
- 1981:** The facility advances its capabilities with the opening of a new ICU/CCU wing.
- 2012:** Northern Inyo Healthcare District has modernized its facilities to meet strict earthquake safety standards.



Organizational Overview

- **Board of Directors**

- Five elected members serving geographic zones across the District
- Melissa Best Baker, David Lent, Laura Smith, Jean Turner, Maggie Egan

- **Executive Team**

- CEO: Christian Wallis, DHA, MBA, FACHE
- CNO/COO: Allison Partridge, MSN, RN
- CFO: Andrea Mossman, MBA, CPA
- CMO: J. Adam Hawkins, DO
- CHRO: Alison Murray, MBA HRM



Scope of Services

- **BEDS**

- 25-bed Critical Access Hospital
- 16 Med-Surg beds, 4 ICU beds, 5 Perinatal suites

- **SERVICE LINES**

- Emergency Department: 8 beds, ~14,000 annual visits
- Primary Care: Family, Women's, Pediatrics, Virtual Care
 - Labor & Delivery: 200+ Deliveries/year.
- Specialty Care: Orthopedics, Urology, Cardiology, Surgery, Allergy, Plastic & Breast Surgery
- Diagnostics: Imaging (64-slice CT, MRI, 3D Mammography), Laboratory, Cardiopulmonary
- Perioperative: 3 Operating Rooms with robotic-assisted surgeries
- Infusion & Wound Care services
- Rehabilitation: PT, OT, Speech



Hospital Staff

- **Physicians**

- Total Medical staff: 201
- Local medical staff: 61
- APP: 15
- Locums: 27

- **Hospital team**

- Local: 459
- Travelers: 15
- Contract: 6



❖ One of the largest employers in Bishop

NIHD Financials

Revenue/Expense

- Net Income YTD: \$5.4M
- Operating Income/Deficit YTD: **-\$9.4M**
- Gross Accounts Receivable Days: 60 days
- Days cash on hand: 99
- Debt service coverage ratio: 3.5
- Unrestricted Funds: \$32M

Long Term Debt

- GO Bonds: 2005/2009 issue. Current - \$30M. Bond Due Date – 2035/2038.
- Revenue Bonds: \$10M (Required: debt service ratio/days cash on hand)
- Pension Liability: 45.5% Funded



NORTHERN INYO HEALTHCARE DISTRICT

Current Issues

- **Financial losses year over year**
 - Incurred a \$17.6M operating loss in fy 2024/2025
- **Outpatient access and volumes constrained by space**
 - Need funding to build a brick and mortar clinic
- **GO Bonds**
 - Principal and inflated interest rates affecting tax assessments
- **Labor and delivery cost of care**
 - Reimbursement for service delivery is much lower than the cost



Current Initiatives

- **Benchmarking (Healthtrust)**
 - Staffing appropriately relative to other rural critical access hospitals
- **Physician Contracting**
 - Move physician contracts to hybrid (base salary+productivity)
- **Patient Flow Optimization**
 - Efficient use of space, schedules, workforce and process
- **Inpatient Dialysis**
 - Keeping patients in the Eastern Sierra community
- **Regional partnerships**
 - Developing collaborations to strengthen our voice and leverage



Long Term Initiatives

- **Strategic growth initiatives (Wipfli)**
 - Market analysis, master facility plan, long range financial plan
- **Distinct Part Nursing Facility (DPNF-SNF)**
 - Partner with Bishop Care Center to improve care coordination/reimbursement
- **Service Delivery Opportunities**
 - Outpatient pharmacy and laundry business
- **Rural Transformation Program**
 - Information integration (EMR), telehealth, maternity care, workforce development

