

Governance vs Management

Staff Matrix of Responsibility

STRATEGY

Responsibility	Board Role	Management Role
Development and review of mission, values and vision	<ul style="list-style-type: none"> Approves and helps formulate Participates in annual strategic planning that reviews and updates the statements, when necessary 	<ul style="list-style-type: none"> Provides input and background material for board review and discussion prior to formulating and/or updating the statements
Implementation of mission, values and vision	<ul style="list-style-type: none"> Makes decisions that support the mission, values and vision 	<ul style="list-style-type: none"> Establishes and carries out strategies aligned with mission, values and vision Sets the tone and expectations for the culture of the organization
Long-Term Strategic Plan	<ul style="list-style-type: none"> Exhibits leadership in strategic thinking and planning sessions, reviewing relevant materials, and engaging in robust debate and dialogue about critical issues impacting the organization Determines strategic directions, including strategic initiatives that address organizational needs Approves the long-term strategic plan 	<ul style="list-style-type: none"> Enables well-informed, data-driven Board discussions, debate and decision-making by providing relevant data, information and background materials and input Develops strategic recommendations, measurable objectives, action plans and budgets to support and implement strategic goals and directions
Monitoring Strategic Progress	<ul style="list-style-type: none"> Regularly reviews progress Asks probing questions to ensure Board member understanding and progress towards goals and objectives Advises and collaborates with management on corrective measures, as appropriate 	<ul style="list-style-type: none"> Defines measures for tracking performance Reports measures to the Board, interprets meaning and identifies barriers or challenges to success
Day-to-day operations	<ul style="list-style-type: none"> No role 	<ul style="list-style-type: none"> Makes all management decisions Develops policies and procedures Advises Board, as appropriate

LEADERSHIP STRUCTURE AND GOVERNANCE PROCESS

Responsibility	Board Role	Management Role
Board roles, responsibilities and composition	<ul style="list-style-type: none"> Clearly defines the Board and committee roles in written documentation Ensures leadership qualities, background, and knowledge is in place for effective governance Establishes and uses Board committees effectively 	<ul style="list-style-type: none"> Provides information, resources, and opportunities for Board use in strengthening their effectiveness Tracks and reports on Board composition to ensure it reflects a diversity of the community
Board reports	<ul style="list-style-type: none"> Evaluates information reported, engaging in appropriate strategic-level dialogue Accepts and approves reports 	<ul style="list-style-type: none"> Prepares concise reports and well-conceived recommendations for Board consideration
Strategic focus and discussion	<ul style="list-style-type: none"> Discussions focus on the Board's policy-making function, rather than operational thinking or decision-making Ensures most of the meeting time is spent on strategic issues Engages in lively dialogue that is respectful and includes participation from all 	<ul style="list-style-type: none"> Focus on operational thinking and decision-making, using the Board's policy-making and strategic leadership as a guide
Board policies and procedures	<ul style="list-style-type: none"> Uses governance policies and procedures to clearly define the Board's responsibilities, delineating between Board, management and staff Uses policies and procedures to establish efficiency and consistency Reviews Board structure, committee practices, tenure, policies and bylaws regularly 	<ul style="list-style-type: none"> Drafts strong, well-written policies for Board review and approval Facilitates a process for periodic policy review, update and approval

LEADERSHIP STRUCTURE AND GOVERNANCE PROCESS CONT

Responsibility	Board Role	Management Role
Board performance	<ul style="list-style-type: none"> Board members are well-prepared at every meeting to engage in meaningful discussion and decision-making Ensures a regular self-assessment of Board practices and performance is conducted, and the Board takes corrective action for improvement, when appropriate 	<ul style="list-style-type: none"> Ensures Board members are provided with agendas, reports and other relevant materials well enough in advance of meetings to enable meaningful and efficient discussion and decision-making Provides administrative assistance in conducting the Board self-assessment
Executive meetings	<ul style="list-style-type: none"> Used as appropriate to promote open communication between the Board and CEO on serious or time sensitive issues 	<ul style="list-style-type: none"> Develops agenda and materials for regularly scheduled meetings Requests special meetings as needed

CODE OF CONDUCT

Responsibility	Board Role	Management Role
Development and implementation of a Code of Conduct and Conflict of Interest	<ul style="list-style-type: none"> Adopts a Code of Conduct that each Board member reviews and signs annually Annual statement of Conflict of Interest is distributed and signed by each Board member 	<ul style="list-style-type: none"> Abides by the District's values and ethical principles, and demonstrated the values and ethics through personal actions as well as operational rules, policies, new employee orientation, training and internal communications
Awareness of conduct and conflicts	<ul style="list-style-type: none"> Ensures a process to allow confidential concerns about issues are brought to appropriate person 	<ul style="list-style-type: none"> Takes the operational steps necessary to ensure that the Board-approved ethical principles and values are provided to all individuals associated with the District Develops and implements a process to allow confidential concerns about ethical issues to be brought to appropriate persons

RELATIONSHIP WITH CEO

Responsibility	Board Role	Management Role
Board and CEO roles	<ul style="list-style-type: none"> Understands the Board's strategic/policy responsibilities vs the CEO's operational responsibilities Adheres to the Governing Board's policy-making role, and does not interfere in the CEO's operations and management role 	<ul style="list-style-type: none"> Understands the Board's strategic/policy responsibilities vs the CEO's operational responsibilities Expects the Board to engage in deep probing dialogue about strategic issues rather than "rubber stamp" management proposals and ideas
Communication, support and shared goals	<ul style="list-style-type: none"> Consistently supports the CEO in the pursuit and implementation of Board-approved objectives Mutual trust and respect exist between Board members and the CEO 	<ul style="list-style-type: none"> CEO maintains a positive relationship and ongoing communication with the Board, including between Board meetings when necessary Mutual trust and respect exist between Board members and the CEO
CEO evaluation	<ul style="list-style-type: none"> Establishes CEO performance criteria and evaluates CEO performance annually Sets the CEO's compensation <ul style="list-style-type: none"> Has a strong understanding of compensation structures, legal and regulatory requirements Uses pre-defined expectations and performance targets tied to District performance in setting compensations, and any incentives Regularly reviews the CEO's compensation to ensure that it is reflective of compensation trends of Districts with similar size and scope 	<ul style="list-style-type: none"> The CEO should know his or her evaluation criteria at the onset of the evaluation period, and the annual evaluation should not come as a surprise

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HUMAN RESOURCES

Responsibility	Board Role	Management Role
Personnel policies	<ul style="list-style-type: none"> Reviews and adopts at least every three years Provides expertise and counsel upon request regarding human resource issues and policies 	<ul style="list-style-type: none"> Drafts policies and makes recommendations to the Board, and administers adopted policies Develops strategies and implements action plans for strengthening employee satisfaction and engagement
Staff salaries and benefits	<ul style="list-style-type: none"> Approves budget, ensuring adequate resources are in place to assure a competent, high-quality workforce 	<ul style="list-style-type: none"> Develops compensation and benefits strategies Approves job classifications, salary ranges and benefits programs with input and recommendations from supervisory staff
Hiring of staff	<ul style="list-style-type: none"> Knows potential areas of workforce needs for the District Understands current and emerging barriers to recruitment, provides expertise and counsel in devising strategies to meet workforce needs No role in hiring of individual personnel 	<ul style="list-style-type: none"> In conjunction with supervisory staff, hires and evaluates the people necessary to meet current and workforce needs Along with supervisory staff, develops and implements new employee orientation and training
Staff responsibilities and job assignments	<ul style="list-style-type: none"> No role 	<ul style="list-style-type: none"> Administers staffing levels, job classifications, job descriptions, etc.
Staff terminations and reductions in force	<ul style="list-style-type: none"> No role in individual terminations apart from CEO and legal staff. Shall be advised of executive staff terminations and shall provide counsel upon request 	<ul style="list-style-type: none"> Makes final termination decisions Makes decisions regarding reductions in force
Staff evaluation	<ul style="list-style-type: none"> No role, with exception of CEO evaluation 	<ul style="list-style-type: none"> Along with supervisory staff, is responsible for the staff's performance evaluation

FINANCIAL LEADERSHIP

Responsibility	Board Role	Management Role
Budgeting	<ul style="list-style-type: none"> Provides input and counsel to the CEO regarding budget assumptions and programmatic changes affecting the budget Ensures adequate capital is available Approves the budget 	<ul style="list-style-type: none"> Develops policy on standardized budget procedures Prepares a preliminary budget that will support implementation of the strategic plan Develops assumptions, targets and objectives and makes recommendations to the Board
Monitoring financial progress	<ul style="list-style-type: none"> Identifies and approves performance targets Reviews performance targets at least quarterly Uses financial performance reports to modify assumptions and shifts resources, as necessary Reviews and approves the annual audit 	<ul style="list-style-type: none"> Tracks detailed financial progress, and takes immediate corrective action when necessary Develops financial reports for the Board in an easy-to-understand format, highlighting major trends and key indicators Stimulates robust discussion and dialogue that enables timely decision-making
Capital purchases	<ul style="list-style-type: none"> Evaluates and approves requests and recommendations for capital purchases 	<ul style="list-style-type: none"> Prepares substantiated requests and recommendations for capital purchases
Decisions on building, renovation, leasing, expansion	<ul style="list-style-type: none"> Evaluates needs, proposals, and recommendations, makes decisions 	<ul style="list-style-type: none"> Conducts research, prepares reports and makes recommendations for board consideration Exercises contractual authority

STAKEHOLDER/POLICY MAKER COMMUNICATION

Responsibility	Board Role	Management Role
<p>Advocacy</p>	<ul style="list-style-type: none"> Approves advocacy/political agenda as recommended by the CEO 	<ul style="list-style-type: none"> Develops legislative/political strategies and recommends District's position, in conjunction with State-level healthcare associations Ensures Board education and understanding of issues Is knowledgeable and well-informed regarding issues, conducts ongoing communication with State-level healthcare associations, and elected officials

STRATEGIC PLAN

Our purpose is your health; our passion is your well-being

VALUES

- ▶ RESPECT
- ▶ COMPASSION
- ▶ STEWARDSHIP
- ▶ EXCELLENCE
- ▶ ACCOUNTABILITY

Respect: unwavering support for employees and providers.

Goals

- ▶ Increase scores for engagement and job satisfaction
- ▶ Increase participation rates
- ▶ Reduce overall turnover rate
- ▶ Increase retention rate
- ▶ Create an inclusive equitable and sustainable culture and work environment
- ▶ Conduct regular rounding with teams to address issues in real-time
- ▶ Successfully negotiate successor contracts by October 31, 2025
- ▶ Provide monthly leadership training for all leaders

Compassion: leading with empathy to preserve dignity

Goals

- ▶ Increase Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS)
- ▶ Improve Press Ganey Patient Experience Survey Scores
- ▶ Implement leader patient rounding in patient care areas
- ▶ Execute leadership training on quality customer experience and employee engagement
- ▶ Establish and implement a district-wide patient experience education plan
- ▶ Ensure that patient experience improvements are sustained by instituting a formal observation and feedback process

Stewardship: mindful use of resources

Goals

- ▶ Maintain financial health through cash management and debt services
- ▶ Reduce accounts receivable (AR) days to industry standards
- ▶ Reduce first pass denials
- ▶ Meet or exceed budgeted net income
- ▶ Maintain capital spending discipline
- ▶ Establish staffing benchmarks and control labor costs
- ▶ Migrate provider compensation models to include productivity or quality components
- ▶ Conduct annual service line analysis and ensure the return on investment for new services
- ▶ Review investments annually for maximum return on investment
- ▶ Achieve seismic 2030 NPC-5 compliance

Excellence: pursuit of excellence in quality and safety

Goals

- ▶ Deliver the highest quality clinical care by achieving excellence in clinical performance, regulatory compliance, and patient-centered outcomes, with a focus on health equity
- ▶ Maintain infection rates for healthcare-associated infection (HAIs) and reduce surgical site infections (SSIs)
- ▶ Foster a culture of safety through leadership development, employee engagement, and a systematic approach to reducing harm
- ▶ Prioritize health equity to reduce health disparities by focusing on vulnerable populations and addressing social determinants of health

Accountability: reliable access to exceptional care

Goals

- ▶ Decrease the amount of time new-to-provider patients have to wait for an appointment
- ▶ Meet needs of community in a sustainable manner
- ▶ Promote the District with local, state, and national audiences; develop good-will with the public; communicate the services offered by NIHD



DATE: January 2025
TO: Board of Directors, Northern Inyo Healthcare District
FROM: Andrea Mossman CFO
RE: Healthcare Financial Abbreviations and Key Performance Indicator Reference Guide

Income Statement

1. Gross Revenue (GR) – gross charges for services provided
2. Net Revenue (NR) / Cash Net Revenue (CNR) – estimated revenue that will be collected based on average historical payments and write-offs
3. Expenses – costs to run and maintain NIHD
 - a. Salaries & Wages – employees on NIHD’s payroll
 - b. Benefits – including medical, dental, vision, worker’s comp, unemployment, retirement plans, federal and state payroll taxes
 - c. Contract Labor – contractors and temporary workers
 - d. Supplies – includes pharmacy, medical supplies, office supplies, and computer equipment
 - e. Professional Services – includes physician expenses or consultants hired for projects
 - f. Utilities – includes water, electric, gas, phones, and cell phones
 - g. Insurance – includes malpractice and general liability insurance
 - h. Repairs & Maintenance - includes general repairs to the facilities and equipment along with maintenance contracts for some equipment
 - i. Subscriptions, Licenses, and Dues – includes software subscriptions, licenses for the hospital, and membership dues
4. Financing and investing expenses & income – interest expense & interest income
5. Miscellaneous income - IGT funds, or Intergovernmental Transfers, are funds that are transferred between governmental entities, such as a county or state agency, to another governmental entity. IGTs can be used for a variety of purposes, including Medicaid. Local governments and public hospitals can transfer funds to the Agency for Health Care Administration (the Agency) to help fund the Medicaid program. The Agency can then use these funds to request matching funds from the federal government.
6. Net Income / Loss – The profits or losses after all income and expenses are accounted for

7. Operating Income /Loss – The profits or losses after all operating incomes and expenses are accounted for. This would exclude grants, interest expense, interest income, or IGT.
8. Earnings before Interest, Depreciation, and Amortization (EBIDA) – earnings less interest income, interest expense, depreciation, and amortization. Depreciation is a reduction in the value of an asset with the passage of time, due in particular to wear and tear. Amortization is the action or process of gradually writing off the initial cost of an asset or allocating debt expense over time.

Balance Sheet

Assets

1. Current Assets
 - a. Cash & Liquid Capital – bank account balances and savings funds
 - b. Short Term Investments – investments that will mature within 12 months
 - c. Accounts Receivable (AR), Net – the amount of unpaid charges that is due to NIHD for services provided
 - d. Other Receivables – rental income, government funds due to NIHD, or IGT funds due to NIHD.
 - e. Inventory – supplies on hand for future use which could be sold if necessary
 - f. Prepaid Expenses – expenses paid for future periods that will be amortized each period applicable
2. Assets Limited as to Use – assets that are limited by the board or set aside and restricted to be used in operations
3. Long term assets – assets that are not easily converted to cash such as investments with a maturity date of more than 12 months or fixed assets. Fixed assets, net of depreciation, are assets such as equipment, land, buildings, and furniture that could be liquidated for cash if necessary.

Liabilities

1. Current Liabilities – obligations due within the next 12 months
2. Long Term Liabilities – obligations due in 1 or more years

Equity / Fund Balance

1. Fund balance – the amount left over from prior years' net income.
2. Net income – the current year net income or net loss

Debt Covenants

1. Debt Service Coverage Ratio – a metric that reflects our ability to cover our debt obligations with our earning/income. The minimum required is 1.1 or 110% of maximum annual debt. The higher the ratio, the better NIHD is able to use profits to cover debt obligations.

2. Days Cash on Hand – a metric that is worst case scenario. It takes our current unrestricted cash balance and divides by the average daily expenses to determine how many days we could cover expenses using the current cash. However, this is unrealistic since we have other assets that could be liquidated to cover expenses. A more realistic picture is taking average daily cash collected and comparing that number to average daily cash disbursements. We will discuss this in the KPI section below.

Statement of Cash Flows

1. Cash flows from operating activities – this section is our general operating income and expenses
2. Cash flows from noncapital financing activities – this section is our IGT contributions, grants, and portion of tax appropriations from the county that is not intended to cover our GO bond debt obligations
3. Cash flows from capital and capital related financing activities – this section is our cash distributions related to debt obligations for the bonds, capital purchases, leases, and long-term software subscriptions
4. Cash flows from investing activities – this section is cash received from investments such as certificates of deposit (CDs) and rental properties

Statistics

1. Admits – patients admitted to the hospital
2. Inpatient (IP) Days (excl. nursery) – the number of days in total patients have stayed as inpatient. Nursery is excluded since they typically are housed in room with the mother and the charge is included with the mother's bill
3. Average Daily Census (ADC) – Average number of patients who are admitting and being taken care of.
4. Average Length of Stay (ALOS) – This metric is calculated by taking inpatient days (excl. nursery) / admits to see the average length the patients stay at the hospital. Since we are a critical access hospital, we are required to stay under 96 hours or 4 days.
5. Deliveries – the number of patients who were admitted to the women's unit for a delivery
6. Adjust Patient Day – this takes inpatient days X a multiplier which is used to account for outpatient volume. This multiple is commonly referred to as outpatient factor. NIHD's outpatient factor is typically 3-4 due to the majority of the volumes coming from our outpatient settings such as the emergency department, labs, imaging, rehab, and clinics.
7. Outpatient (OP) Visits – total encounters for outpatient areas including infusions, wound care, labs, and triage.
8. Observation Hours – the number of hours where we observed patients for various medical conditions to see if they were healthy enough to go home without becoming an inpatient admission. This is billed as part of our outpatient revenue.

9. Payor Mix – the mix of volume and revenue by primary insurance plan. Our primary insurance plans are Medicare, Medicaid, Blue Cross, Commercial, Other and Self Pay. Each payor compensates us differently with self-pay being the least collectible and Blue Cross being the most profitable. A shift in payor mix can impact our net revenue and cash.
10. Full-Time Equivalent (FTE) – This is different than employee headcount. A part time employee who works 20 hours a week would only count as 0.5 FTE while someone who works 40 hours a week would count as 1.0.
11. Paid FTE – this is calculated to include all hours paid regardless of pay code. Paid time off (PTO), jury duty, education, bereavement, etc.
12. Productive FTE – this is calculated to include only hours where an employee is working and being productive in their primary role. This metric is important to review and compare with statistics to see if we are staffing appropriate to volume.

Key Performance Indicators (KPIs)

1. AR >90 Days – this is the amount of AR that has gone past 90 days. Ideally, we are collecting cash within 60 days of billing. The longer collections are delayed, the less likely we are to collect.
2. AR % > 90 Days – the higher this is; the more AR we have at risk.
3. Net AR – this is our estimated cash collections, after discounts and write-offs, sitting in AR.
4. Net AR % of Gross – this tells us how much of our gross is collectible vs. how much will be written off for bad debt or contractual discounts.
5. Gross Patient Revenue per Calendar Day – this tells us our average daily gross charges
6. Net Patient Revenue per Calendar Day – this tells us our average daily net / cash revenue
7. Net Patient Revenue per Adjusted Patient Day – this tells us our average cash revenue per patient.
8. Average Hourly Wage – this is a blended average rate we pay our employees using all pay rates such as base rate, holiday, overtime, and shift differentials.
9. Benefits as a % of Wages – this is calculated by taking total benefit expenses divided by wages. Industry trends are typically closer to 30%.
10. Salaries, Wages, Benefits (SWB) % of Net Revenue (NR) – this takes our salaries, wages, contract labor, and benefits as a % of our cash (net) revenue.
11. Salaries, Wages, Benefits (SWB) per Adjusted Patient Day (APD) – this shows us how much we are spending to provide care for our patients on a per patient basis.
12. Salaries, Wages, Benefits (SWB) % of Total Expenses – this shows us how much of our operating expenses are relating to staffing the hospital. Industry best practice is to keep this at 50% or below in

order to maintain profitability since we have to leave room for other expenses such as supplies, insurance, utilities, etc.

13. Net Profit Margin – This shows us how much of our net patient / cash revenue is left in net income.
14. Average Daily Disbursement – this shows us our daily average cash spend
15. Average Daily Cash Collections – this shows us our daily average collections of cash
16. Average Daily Net Cash – this shows us the variance between cash spend and collections
17. Estimated Days Until Depleted – this takes our unrestricted cash / average daily net cash to determine how many days we have before our cash is depleted. This is a better metric to monitor than days cash on hand.
18. Years Until Cash Depletion – this converts the estimated days into years.

Northern Inyo Healthcare District October 2024 – 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)	(1,152,036)	(651,303)	(500,733)	77%	11,363	(1,163,399)	10,239%	1,154,206	(3,056,789)	4,210,995	138%	875,889	278,317	32%
Operating Income (Loss)	(1,449,616)	(1,012,884)	(436,732)	43%	(381,153)	(1,068,463)	(280%)	(372,755)	(4,269,953)	3,897,198	91%	(345,105)	(27,649)	8%
EBIDA (Loss)	(742,505)	(287,725)	(454,780)	158%	335,928	(1,078,432)	321%	2,886,374	(1,602,477)	4,488,851	280%	2,176,058	710,315	33%
IP Gross Revenue	3,316,543	3,681,991	(365,448)	(10%)	3,277,300	39,244	1%	15,058,989	14,499,395	559,594	4%	13,842,733	1,216,256	9%
OP Gross Revenue	16,328,013	14,960,459	1,367,554	9%	14,790,086	1,537,926	10%	60,878,975	58,439,160	2,439,815	4%	55,493,297	5,385,677	10%
Clinic Gross Revenue	2,003,181	1,699,019	304,162	18%	1,599,317	403,864	25%	7,121,489	6,545,399	576,090	9%	6,050,015	1,071,474	18%
Total Gross Revenue	21,647,737	20,341,469	1,306,268	6%	19,666,703	1,981,035	10%	83,059,452	79,483,953	3,575,499	4%	75,386,045	7,673,407	10%
Net Patient Revenue	8,997,204	9,092,714	(95,509)	(1%)	9,044,559	(47,355)	(1%)	37,827,267	36,101,913	1,725,354	5%	38,729,638	(902,371)	(2%)
<i>Cash Net Revenue % of Gross</i>	<i>42%</i>	<i>45%</i>	<i>(3%)</i>	<i>(7%)</i>	<i>46%</i>	<i>(4%)</i>	<i>(10%)</i>	<i>46%</i>	<i>45%</i>	<i>0%</i>	<i>0%</i>	<i>51%</i>	<i>(6%)</i>	<i>(11%)</i>
Admits (excl. Nursery)	68	75	(7)	(9%)	75	(7)	(9%)	295	263	32	12%	263	32	12%
IP Days	247	234	13	6%	234	13	6%	1,079	824	255	31%	824	255	31%
IP Days (excl. Nursery)	205	212	(7)	(4%)	212	(7)	(4%)	931	735	196	27%	735	196	27%
Average Daily Census	6.6	6.8	(0.2)	(4%)	6.8	(0.2)	(4%)	7.6	6.0	1.6	27%	6.0	1.6	27%
ALOS	3.0	2.8	0.2	6%	2.8	0.2	6%	3.2	2.8	0.4	13%	2.8	0.4	13%
Deliveries	21	19	2	11%	19	2	11%	75	64	11	17%	64	11	17%
OP Visits	4,313	3,559	754	21%	3,559	754	21%	15,383	13,610	1,773	13%	13,610	1,773	13%
Rural Health Clinic Visits	2,602	2,358	244	10%	2,358	244	10%	9,273	9,253	20	0%	9,253	20	0%
Rural Health Women Visits	594	503	91	18%	503	91	18%	2,114	1,877	237	13%	1,877	237	13%
Rural Health Behavioral Visits	171	179	(8)	(4%)	179	(8)	(4%)	750	643	107	17%	643	107	17%
Total RHC Visits	3,367	3,040	327	11%	3,040	327	11%	12,137	11,773	364	3%	11,773	364	3%
Bronco Clinic Visits	67	20	47	235%	20	47	235%	132	69	63	91%	69	63	91%
Internal Medicine Clinic Visits	-	-	-	-%	-	-	-%	-	201	(201)	(100%)	201	(201)	(100%)
Orthopedic Clinic Visits	486	363	123	34%	363	123	34%	1,627	1,434	193	13%	1,434	193	13%
Pediatric Clinic Visits	682	619	63	10%	619	63	10%	2,397	2,367	30	1%	2,367	30	1%
Specialty Clinic Visits	597	349	248	71%	349	248	71%	2,252	1,375	877	64%	1,375	877	64%
Surgery Clinic Visits	205	157	48	31%	157	48	31%	671	474	197	42%	474	197	42%
Virtual Care Clinic Visits	75	32	43	134%	32	43	134%	248	175	73	42%	175	73	42%
Total NIA Clinic Visits	2,112	1,540	572	37%	1,540	572	37%	7,327	6,095	1,232	20%	6,095	1,232	20%
IP Surgeries	9	22	(13)	(59%)	22	(13)	(59%)	52	88	(36)	(41%)	88	(36)	(41%)
OP Surgeries	167	151	16	11%	151	16	11%	559	481	78	16%	481	78	16%
Total Surgeries	176	173	3	2%	173	3	2%	611	569	42	7%	569	42	7%
Cardiology	-	-	-	-%	-	-	-%	3	-	3	-%	-	3	-%
General	87	84	3	4%	84	3	4%	297	254	43	17%	254	43	17%
Gynecology & Obstetrics	13	30	(17)	(57%)	30	(17)	(57%)	48	63	(15)	(24%)	63	(15)	(24%)
Ophthalmology	24	25	(1)	(4%)	25	(1)	(4%)	81	96	(15)	(16%)	96	(15)	(16%)
Orthopedic	33	20	13	65%	20	13	65%	123	115	8	7%	115	8	7%
Pediatric	-	-	-	-%	-	-	-%	-	-	-	-%	-	-	-%
Plastics	-	-	-	-%	-	-	-%	1	-	1	-%	-	1	-%
Podiatry	-	-	-	-%	-	-	-%	2	1	1	100%	1	1	100%
Urology	18	14	4	29%	14	4	29%	55	40	15	38%	40	15	38%
Diagnostic Image Exams	2,344	2,182	162	7%	2,182	162	7%	8,697	8,419	278	3%	8,419	278	3%
Emergency Visits	859	899	(40)	(4%)	899	(40)	(4%)	3,614	3,515	99	3%	3,515	99	3%
ED Admits	38	34	4	12%	34	4	12%	168	111	57	51%	111	57	51%
ED Admits % of ED Visits	4%	4%	1%	17%	4%	1%	17%	5%	3%	1%	47%	3%	1%	47%
Rehab Visits	1,142	521	621	119%	521	621	119%	3,556	2,173	1,383	64%	2,173	1,383	64%
OP Infusion/Wound Care Visits	333	352	(19)	(5%)	352	(19)	(5%)	1,393	1,141	252	22%	1,141	252	22%
Observation Hours	1,732	1,794	(62)	(3%)	1,794	(62)	(3%)	7,280	7,069	211	3%	7,069	211	3%

Northern Inyo Healthcare District October 2024 – Financial Summary

** Variances are B / (W)

PAYOR MIX

	Current Month				Prior MTD			Year to Date				Prior YTD		
	Actual	Budget	Variance	Variance %	Actual	Change	Change %	Actual	Budget	Variance	Variance %	Actual	Change	Change %
Blue Cross	35.2%	19.2%	16.0%	83.0%	19.2%	16.0%	83.0%	26.0%	17.3%	8.7%	50.2%	17.3%	8.7%	50.2%
Commercial	4.6%	2.6%	2.1%	81.2%	2.6%	2.1%	81.2%	4.7%	2.8%	1.9%	66.7%	2.8%	1.9%	66.7%
Medicaid	19.7%	26.9%	(7.3%)	(27.0%)	26.9%	(7.3%)	(27.0%)	26.2%	22.2%	4.0%	17.9%	22.2%	4.0%	17.9%
Medicare	40.5%	50.4%	(9.9%)	(19.7%)	50.4%	(9.9%)	(19.7%)	39.9%	52.9%	(13.0%)	(24.6%)	52.9%	(13.0%)	(24.6%)
Self-pay	-%	0.9%	(0.9%)	(100.0%)	0.9%	(0.9%)	(100.0%)	2.4%	3.9%	(1.6%)	(40.4%)	3.9%	(1.6%)	(40.4%)
Worker's Comp	-%	-%	-%	-%	-%	-%	-%	0.8%	0.7%	0.2%	28.0%	0.7%	0.2%	28.0%
Other	-%	-%	-%	-%	-%	-%	-%	-%	0.1%	(0.1%)	(100.0%)	0.1%	(0.1%)	(100.0%)

DEDUCTIONS

Contract Adjust	(10,875,577)	(9,949,334)	(926,243)	9%	(9,911,289)	(964,289)	10%	(39,516,690)	(38,190,361)	(1,326,329)	3%	(31,529,690)	(7,987,000)	25%
Bad Debt	(302,126)	(685,674)	383,549	(56%)	(421,557)	119,431	(28%)	(2,958,198)	(2,835,818)	(122,379)	4%	(3,005,089)	46,891	(2%)
Write-off	(1,472,830)	(613,748)	(859,083)	140%	(289,298)	(1,183,532)	409%	(2,609,115)	(2,355,860)	(253,254)	11%	(2,123,016)	(486,099)	23%

CENSUS

Patient Days	205	212	(7)	(4%)	212	(7)	(4%)	931	735	196	27%	735	196	27%
Adjusted ADC	43	41	2	5%	41	2	5%	42	33	9	28%	33	9	28%
Adjusted Days	1,335	1,272	63	5%	1,272	63	5%	5,138	4,003	1,135	28%	4,003	1,135	28%
Employed FTE	369.1	352.9	16.2	5%	352.9	16.2	5%	360.8	356.9	3.9	1%	356.9	3.9	1%
Contract Labor FTE	21.3	29.6	(8.3)	(28%)	29.6	(8.3)	(28%)	26.1	25.3	0.8	3%	25.3	0.8	3%
Total Paid FTE	390.4	382.5	8.0	2%	382.5	8.0	2%	386.9	382.1	4.7	1%	382.1	4.7	1%
EPOB (Employee per Occupied Bed)	1.9	1.8	0.1	6%	1.8	0.1	6%	1.6	2.1	(0.4)	(20%)	2.1	(0.4)	(20%)
EPOC (Employee per Occupied Case)	0.3	0.3	(0.0)	(3%)	0.3	(0.0)	(3%)	0.1	0.1	(0.0)	(21%)	0.1	(0.0)	(21%)
Adjusted EPOB	12.5	10.8	1.6	15%	10.8	1.6	15%	9.1	11.2	(2.1)	(19%)	11.2	(2.1)	(19%)
Adjusted EPOC	1.9	1.8	0.1	6%	1.8	0.1	6%	0.4	0.5	(0.1)	(20%)	0.5	(0.1)	(20%)

SALARIES

Per Adjust Bed Day	2,713	2,797	(83)	(3%)	2,554	159	6%	2,646	3,521	(875)	(25%)	3,296	(650)	(20%)
Total Salaries	3,622,038	3,557,883	64,156	2%	3,249,591	372,448	11%	13,594,457	14,094,111	(499,654)	(4%)	13,191,257	403,200	3%
Average Hourly Rate	55.40	56.92	(1.52)	(3%)	51.98	3.41	7%	53.61	56.19	(2.58)	(5%)	52.59	1.02	2%
Employed Paid FTEs	369.1	352.9	16.2	336.7	352.9	16.2	5%	360.8	356.9	3.9	1%	356.9	3.9	1%

BENEFITS

Per Adjust Bed Day	1,421	1,635	(214)	(13%)	1,537	(116)	(8%)	1,269	2,072	(803)	(39%)	1,745	(477)	(27%)
Total Benefits	1,896,266	2,079,967	(183,702)	(9%)	1,955,349	(59,083)	(3%)	6,517,954	8,292,234	(1,774,281)	(21%)	6,985,824	(467,870)	(7%)
Benefits % of Wages	52%	58%	(6%)	(10%)	60%	-8%	(13%)	48%	59%	(11%)	(19%)	53%	(5%)	(9%)
Pension Expense	376,124	498,151	(122,026)	(24%)	393,873	(17,748)	(5%)	1,668,477	1,992,135	(323,658)	(16%)	1,789,393	(120,916)	(7%)
MDV Expense	1,232,338	748,612	483,726	65%	1,256,181	(23,843)	(2%)	3,458,334	2,994,448	463,886	15%	4,004,359	(546,025)	(14%)
Taxes, PTO accrued, Other	287,803	833,205	(545,402)	(65%)	305,295	(17,492)	(6%)	1,391,143	3,305,651	(1,914,509)	(58%)	1,192,071	199,071	17%
Salaries, Wages & Benefits	5,518,304	5,637,850	(119,546)	(2%)	5,204,940	313,364	6%	20,112,411	22,386,345	(2,273,934)	(10%)	20,177,081	(64,670)	(0%)
SWB/APD	4,134	4,432	(298)	(7%)	4,091	42	1%	3,915	5,593	(1,678)	(30%)	5,041	(1,126)	(22%)
SWB % of Total Expenses	53%	56%	(3%)	(5%)	55%	(2%)	(4%)	53%	55%	(3%)	(5%)	52%	1%	2%

Northern Inyo Healthcare District
October 2024 – Financial Summary

** Variances are B / (W)

PROFESSIONAL FEES

Per Adjust Bed Day
 Total Physician Fee
 Total Contract Labor
 Total Other Pro-Fees
 Total Professional Fees
 Contract AHR
 Contract Paid FTEs
 Physician Fee per Adjust Bed Day

PHARMACY

Per Adjust Bed Day
 Total Rx Expense

MEDICAL SUPPLIES

Per Adjust Bed Day
 Total Medical Supplies

EHR SYSTEM

Per Adjust Bed Day
 Total EHR Expense

OTHER EXPENSE

Per Adjust Bed Day
 Total Other

DEPRECIATION AND AMORTIZATION

Per Adjust Bed Day
 Total Depreciation and Amortization

TOTAL EXPENSES

Per Adjust Bed Day
 Per Calendar Day

	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	2,094	1,781	313	18%	1,421	673	47%	1,915	2,236	(321)	(14%)	2,518	(603)	(24%)
Total Physician Fee	1,699,955	1,463,822	236,132	16%	1,432,267	267,688	19%	6,273,644	5,853,689	419,955	7%	5,762,924	510,719	9%
Total Contract Labor	543,829	379,333	164,496	43%	371,183	172,647	47%	1,768,450	1,421,860	346,590	24%	1,999,924	(231,474)	(12%)
Total Other Pro-Fees	551,485	423,133	128,352	30%	4,418	547,067	12,384%	1,796,837	1,673,355	123,482	7%	2,315,233	(518,396)	(22%)
Total Professional Fees	2,795,269	2,266,288	528,981	23%	1,807,867	987,402	55%	9,838,931	8,948,903	890,027	10%	10,078,082	(239,151)	(2%)
Contract AHR	143.96	72.35	71.62	99%	70.79	73.17	103%	96.40	79.96	16.44	21%	112.47	(16.07)	(14%)
Contract Paid FTEs	21.3	29.6	(8.3)	(28%)	29.6	(8.3)	(28%)	26.1	25.3	0.8	3%	25.3	0.8	3%
Physician Fee per Adjust Bed Day	1,273	1,151	123	11%	1,126	148	13%	1,221	1,462	(241)	(17%)	1,440	(219)	(15%)
Per Adjust Bed Day	272	363	(90)	(25%)	223	49	22%	202	461	(259)	(56%)	428	(225)	(53%)
Total Rx Expense	363,699	461,460	(97,761)	(21%)	283,643	80,056	28%	1,040,056	1,845,839	(805,783)	(44%)	1,711,845	(671,789)	(39%)
Per Adjust Bed Day	372	337	35	10%	543	(171)	(31%)	403	429	(25)	(6%)	517	(113)	(22%)
Total Medical Supplies	496,964	428,910	68,054	16%	690,604	(193,640)	(28%)	2,072,277	1,715,884	356,392	21%	2,067,653	4,624	0%
Per Adjust Bed Day	19	106	(87)	(82%)	215	(196)	(91%)	27	135	(108)	(80%)	137	(110)	(80%)
Total EHR Expense	25,930	135,000	(109,070)	(81%)	273,794	(247,864)	(91%)	140,462	540,000	(399,538)	(74%)	548,880	(408,418)	(74%)
Per Adjust Bed Day	627	639	(12)	(2%)	661	(33)	(5%)	635	870	(234)	(27%)	797	(162)	(20%)
Total Other	837,124	812,512	24,612	3%	840,299	(3,176)	(0%)	3,263,718	3,480,583	(216,865)	(6%)	3,191,034	72,684	2%
Per Adjust Bed Day	307	286	21	7%	255	52	20%	337	363	(26)	(7%)	325	12	4%
Total Depreciation and Amortization	409,531	363,578	45,953	13%	324,565	84,966	26%	1,732,168	1,454,312	277,856	19%	1,300,170	431,998	33%
Total	10,446,820	10,105,597	341,223	3%	9,425,712	1,021,108	11%	38,200,022	40,371,866	(2,171,845)	(5%)	39,074,744	(874,722)	(2%)
Per Adjust Bed Day	7,826	7,943	(118)	(1%)	7,409	417	6%	7,435	10,086	(2,651)	(26%)	9,762	(2,327)	(24%)
Per Calendar Day	336,994	325,987	11,007	3%	304,055	32,939	11%	310,569	328,227	(17,657)	(5%)	317,681	(7,112)	(2%)

**Northern Inyo Healthcare District
Income Statement
Fiscal Year 2025**

	10/31/2024	Oct Budget	10/31/2023	2025 YTD	2024 YTD	Budget Variance	PYM Change	PYTD Change
Gross Patient Service Revenue								
Inpatient Patient Revenue	3,316,543	3,681,991	3,277,300	15,058,989	13,842,733	(365,448)	39,244	1,216,256
Outpatient Revenue	16,328,013	14,960,459	14,790,086	60,878,975	55,493,297	1,367,554	1,537,926	5,385,677
Clinic Revenue	2,003,181	1,699,019	1,599,317	7,121,489	6,050,015	304,162	403,864	1,071,474
Gross Patient Service Revenue	21,647,737	20,341,469	19,666,703	83,059,452	75,386,045	1,306,268	1,981,035	7,673,407
Deductions from Revenue								
Contractual Adjustments	(10,875,577)	(9,949,334)	(9,911,289)	(39,516,690)	(31,529,690)	(926,243)	(964,289)	(7,987,000)
Bad Debt	(302,126)	(685,674)	(421,557)	(2,958,198)	(3,005,089)	383,549	119,431	46,891
A/R Writeoffs	(1,472,830)	(613,748)	(289,298)	(2,609,115)	(2,123,016)	(859,083)	(1,183,532)	(486,099)
Other Deductions from Revenue	-	-	-	(152,618)	-	-	-	(152,618)
Deductions from Revenue	(12,650,533)	(11,248,755)	(10,622,143)	(45,236,620)	(36,657,794)	(1,401,777)	(2,028,389)	(8,578,826)
Other Patient Revenue								
Incentive Income	-	-	-	2,000	-	-	-	2,000
Other Oper Rev - Rehab Thera Serv	-	-	-	2,435	1,387	-	-	1,048
Medical Office Net Revenue	-	-	-	-	-	-	-	-
Other Patient Revenue	-	-	-	4,435	1,387	-	-	3,048
Net Patient Service Revenue	8,997,204	9,092,714	9,044,559	37,827,267	38,729,638	(95,509)	(47,355)	(902,371)
CNR%	41.6%	44.7%	46.0%	45.5%	51.4%	-3.1%	-4.4%	-5.8%
Cost of Services - Direct								
Salaries and Wages	3,033,243	2,979,516	2,804,438	11,442,096	11,343,360	53,727	228,805	98,736
Benefits	1,587,436	1,741,220	1,679,949	5,553,662	5,985,190	(153,784)	(92,513)	(431,528)
Professional Fees	1,956,752	1,639,974	1,442,077	7,192,464	6,938,888	316,778	514,676	253,577
Contract Labor	466,567	325,441	278,108	1,536,351	1,733,859	141,126	188,460	(197,508)
Pharmacy	363,699	461,460	283,643	1,040,056	1,711,845	(97,761)	80,056	(671,789)
Medical Supplies	496,964	428,910	690,604	2,072,277	2,067,653	68,054	(193,640)	4,624
Hospice Operations	-	-	-	-	-	-	-	-
EHR System Expense	25,930	135,000	273,794	140,462	548,880	(109,070)	(247,864)	(408,418)
Other Direct Expenses	687,481	667,269	664,293	2,565,063	2,514,578	20,212	23,188	50,484
Total Cost of Services - Direct	8,618,072	8,378,790	8,116,905	31,542,431	32,844,253	239,282	501,167	(1,301,822)
General and Administrative Overhead								
Salaries and Wages	588,796	578,367	445,153	2,152,361	1,847,897	10,429	143,643	304,463
Benefits	308,829	338,747	275,400	964,292	1,000,633	(29,918)	33,430	(36,342)
Professional Fees	294,687	246,980	(5,392)	878,016	1,139,270	47,707	300,079	(261,254)
Contract Labor	77,262	53,892	93,075	232,099	266,065	23,370	(15,813)	(33,966)
Depreciation and Amortization	409,531	363,578	324,565	1,732,168	1,300,170	45,953	84,966	431,998
Other Administrative Expenses	149,642	145,243	176,006	698,655	676,455	4,400	(26,364)	22,200
Total General and Administrative Overhead	1,828,748	1,726,807	1,308,807	6,657,591	6,230,491	101,941	519,942	427,099
Total Expenses	10,446,820	10,105,597	9,425,712	38,200,022	39,074,744	341,223	1,021,108	(874,722)
Financing Expense	217,525	185,154	179,095	797,356	715,417	32,371	38,431	81,939
Financing Income	181,031	238,960	228,125	1,041,630	912,498	(57,930)	(47,094)	129,132
Investment Income	40,963	133,181	158,200	183,436	333,357	(92,218)	(117,237)	(149,921)
Miscellaneous Income	293,111	174,593	185,286	1,099,250	690,556	118,518	107,826	408,695
Net Income (Change in Financial Position)	(1,152,036)	(651,303)	11,363	1,154,206	875,889	(500,733)	(1,163,399)	278,317
Operating Income	(1,449,616)	(1,012,884)	(381,153)	(372,755)	(345,105)	(436,732)	(1,068,463)	(27,649)
EBIDA	(742,505)	(287,725)	335,928	2,886,374	2,176,058	(454,780)	(1,078,432)	710,315
Net Profit Margin	-12.8%	-7.2%	0.1%	3.1%	2.3%	-5.6%	-12.9%	-30.8%

**Northern Inyo Healthcare District
Balance Sheet
Fiscal Year 2025**

	PY Balances	7/31/2024	7/31/2023	8/31/2024	8/31/2023	9/30/2024	9/30/2023	10/31/2024	10/31/2023	PM Change	PY Change
Assets											
Current Assets											
Cash and Liquid Capital	18,718,414	20,537,230	15,220,072	17,874,637	18,008,863	17,374,679	18,771,541	16,909,058	15,130,616	(465,621)	1,778,442
Short Term Investments	6,418,451	7,565,620	10,513,789	7,570,368	10,555,533	7,574,716	10,555,533	6,876,555	10,658,191	(698,160)	(3,781,636)
PMA Partnership	-	-	-	-	-	-	-	-	-	-	-
Accounts Receivable, Net of Allowance	17,924,674	18,219,994	16,283,014	20,277,373	13,668,526	19,842,483	15,119,591	18,705,429	18,412,645	(1,137,054)	292,784
Other Receivables	4,754,052	4,293,186	3,071,746	4,361,004	321,629	4,823,782	794,581	4,771,477	1,149,410	(52,305)	3,622,067
Inventory	6,103,723	6,087,428	5,120,179	6,083,763	5,099,597	6,112,780	5,155,489	6,079,443	5,210,947	(33,336)	868,497
Prepaid Expenses	1,119,559	1,463,004	2,154,415	1,782,536	2,821,462	1,933,935	2,326,052	1,353,383	2,377,751	(580,552)	(1,024,368)
Total Current Assets	55,038,873	58,166,463	52,363,215	57,949,681	50,475,610	57,662,375	52,722,787	54,695,345	52,939,560	(2,967,030)	1,755,785
Assets Limited as to Use											
Internally Designated for Capital Acquisition	-	-	-	-	-	-	-	-	-	-	-
Short Term - Restricted	1,467,786	1,467,914	1,466,418	1,468,042	1,466,541	1,468,166	1,466,663	1,468,293	1,466,789	128	1,505
Limited Use Assets											
LAIF - DC Pension Board Restricted	-	-	870,163	-	828,419	-	828,419	-	828,417	-	(828,417)
LAIF - DB Pension Board Restricted	10,346,490	10,346,490	15,684,846	10,346,490	13,076,830	10,346,490	13,076,830	10,346,490	13,076,830	-	(2,730,340)
PEPRA - Deferred Outflows	-	-	-	-	-	-	-	-	-	-	-
PEPRA Pension	-	-	-	-	-	-	-	-	-	-	-
Deferred Outflow - Excess Acquisition	573,097	573,097	573,097	573,097	-	573,097	573,097	573,097	-	-	573,097
Total Limited Use Assets	10,919,587	10,919,587	17,128,106	10,919,587	13,905,249	10,919,587	14,478,346	10,919,587	13,905,247	-	(2,985,660)
Revenue Bonds Held by a Trustee	376,411	370,707	1,072,480	365,005	912,490	359,303	752,501	353,592	746,796	(5,711)	(393,204)
Total Assets Limited as to Use	12,763,784	12,758,208	19,667,005	12,752,634	16,284,281	12,747,056	16,697,511	12,741,473	16,118,832	(5,583)	(3,377,360)
Long Term Assets											
Long Term Investment	1,846,138	751,539	2,776,508	754,812	2,783,284	755,869	2,790,423	999,950	2,797,561	244,081	(1,797,611)
Fixed Assets, Net of Depreciation	84,474,743	84,191,632	84,781,121	83,865,858	77,751,338	84,066,999	76,854,908	83,828,939	77,676,251	(238,060)	6,152,688
Total Long Term Assets	86,320,881	84,943,172	87,557,629	84,620,670	80,534,623	84,822,868	79,645,331	84,828,890	80,473,812	6,022	4,355,077
Total Assets	154,123,537	155,867,842	159,587,849	155,322,985	147,294,513	155,232,299	149,065,629	152,265,708	149,532,205	(2,966,591)	2,733,503
Liabilities											
Current Liabilities											
Current Maturities of Long-Term Debt	4,146,183	4,217,792	4,936,019	4,204,640	798,370	4,771,637	190,197	4,782,382	655,101	10,746	4,127,281
Accounts Payable	5,010,089	4,451,768	4,929,766	5,232,265	6,750,705	4,443,274	6,935,344	3,949,738	6,819,778	(493,535)	(2,870,040)
Accrued Payroll and Related	6,224,657	6,279,496	7,600,696	4,607,440	11,656,151	4,915,339	12,664,513	5,437,529	12,669,463	522,190	(7,231,934)
Accrued Interest and Sales Tax	109,159	192,510	169,971	261,700	244,123	78,276	96,606	166,600	166,957	88,325	(357)
Notes Payable	446,860	446,860	1,532,689	446,860	1,633,708	446,860	1,633,708	446,860	1,633,708	-	(1,186,847)
Unearned Revenue	(4,542)	(4,542)	(4,542)	(3,242)	(4,542)	(4,542)	(4,542)	(4,542)	(4,542)	-	-
Due to 3rd Party Payors	693,247	693,247	693,247	693,247	693,247	693,247	693,247	693,247	693,247	-	-
Due to Specific Purpose Funds	-	-	-	-	-	-	-	-	-	-	-
Other Deferred Credits - Pension & Leases	12,599,823	12,597,753	1,942,292	12,595,684	1,873,995	12,593,614	1,873,995	12,591,545	1,873,995	(2,070)	10,717,550
Total Current Liabilities	29,225,475	28,874,885	21,800,138	28,038,593	23,645,757	27,937,705	24,083,068	28,063,360	24,507,707	125,655	3,555,652
Long Term Liabilities											
Long Term Debt	36,301,355	36,202,581	37,511,965	36,103,552	33,455,530	36,004,290	33,341,647	34,797,823	32,730,530	(1,206,467)	2,067,293
Bond Premium	165,618	162,481	200,126	159,344	196,989	156,207	193,852	153,070	190,715	(3,137)	(37,645)
Accreted Interest	16,991,065	17,084,422	16,635,302	17,177,780	17,314,009	17,271,137	17,409,141	16,560,403	17,504,273	(710,734)	(943,869)
Other Non-Current Liability - Pension	32,946,355	32,946,355	47,257,663	32,946,355	47,257,663	32,946,355	47,257,663	32,946,355	47,257,663	-	(14,311,308)
Total Long Term Liabilities	86,404,394	86,395,839	101,605,056	86,387,031	98,224,191	86,377,989	98,202,303	84,457,651	97,683,181	(1,920,338)	(13,225,529)
Suspense Liabilities	-	-	-	-	-	-	-	-	-	-	-
Uncategorized Liabilities (grants)	31,506	94,166	44,693	147,821	36,944	147,821	36,944	127,821	68,644	(20,000)	59,177
Total Liabilities	115,661,375	115,364,890	123,449,887	114,573,445	121,906,892	114,463,515	122,322,315	112,648,832	122,259,532	(1,814,683)	(9,610,700)
Fund Balance											
Fund Balance	31,992,031	36,994,377	31,992,032	36,994,377	23,268,194	36,994,377	23,268,194	36,994,377	23,786,064	-	13,208,312
Temporarily Restricted	1,467,786	1,467,914	1,466,417	1,468,042	2,610,472	1,468,166	2,610,594	1,468,293	2,610,720	128	(1,142,426)
Net Income	5,002,346	2,040,662	2,679,513	2,287,121	(491,045)	2,306,242	864,526	1,154,206	875,889	(1,152,036)	278,317
Total Fund Balance	38,462,163	40,502,952	36,137,962	40,749,539	25,387,621	40,768,784	26,743,313	39,616,876	27,272,672	(1,151,908)	12,344,204
Liabilities + Fund Balance	154,123,537	155,867,842	159,587,849	155,322,985	147,294,513	155,232,299	149,065,629	152,265,708	149,532,205	(2,966,591)	2,733,503
(Decline)/Gain		1,744,305	(1,044,798)	(544,858)	(415,868)	(90,686)	1,771,115	(2,966,591)	466,576	(2,875,905)	(3,433,167)

Northern Inyo Healthcare District
 Long-Term Debt Service Coverage Ratio
 FYE 2025

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

Long-Term Debt Service Coverage Ratio Calculation

Numerator:	HOSPITAL FUND ONLY
Excess of revenues over expense	\$ 1,154,206
+ Depreciation Expense	1,732,168
+ Interest Expense	797,356
Less GO Property Tax revenue	689,268
Less GO Interest Expense	168,333
"Income available for debt service"	\$ 2,826,128

Denominator:	
Maximum "Annual Debt Service"	
2021A Revenue Bonds	\$ 112,700
2021B Revenue Bonds	894,160
2009 GO Bonds (Fully Accreted Value)	
2016 GO Bonds	
Financed purchases and other loans	1,546,875
Total Maximum Annual Debt Service	\$ 2,553,735
	851,245
Ratio: (numerator / denominator)	3.32

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	\$ 23,785,613
Cash and Investments-non current	999,950
Sub-total	24,785,564
Less - Restricted:	
PRF and grants (Unearned Revenue)	-
Held with bond fiscal agent	(353,592)
Building and Nursing Fund	(1,468,293)
Total Unrestricted Funds	\$ 22,963,678

Total Operating Expenses	\$ 38,200,022
Less Depreciation	1,732,168
Net Expenses	36,467,854
Average Daily Operating Expense	\$ 296,487

Days Cash on Hand 77

Northern Inyo Healthcare District
Statement of Cash Flows
Fiscal Year 2025

CASH FLOWS FROM OPERATING ACTIVITIES

Receipts from and on Behalf of Patients	37,845,038
Payments to Suppliers and Contractors	(16,391,989)
Payments to and on Behalf of Employees	(21,880,860)
Other Receipts and Payments, Net	369,470
Net Cash Provided (Used) by Operating Activities	<u>(58,341)</u>

CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES

Noncapital Contributions and Grants	31,125
Property Taxes Received	-
Other	1,041,630
Net Cash Provided (Used) by Noncapital Financing Activities	<u>1,072,755</u>

CASH FLOWS FROM CAPITAL AND CAPITAL RELATED FINANCING ACTIVITIES

Principal Payments on Long-Term Debt	(1,106,909)
Proceeds from the Issuance of Refunding Revenue Bonds	-
Payment to Defease Revenue Bonds	-
Interest Paid	(797,356)
Purchase and Construction of Capital Assets	(208,905)
Payments on Lease Liability	10,155
Payments on Subscription Liability	(472,737)
Property Taxes Received	-
Net Cash Provided (Used) by Capital and Capital Related Financing Activities	<u>(2,575,752)</u>

CASH FLOWS FROM INVESTING ACTIVITIES

Investment Income	183,436
Rental Income	26,650
Net Cash Provided (Used) by Investing Activities	<u>210,086</u>

NET CHANGE IN CASH AND CASH EQUIVALENTS

Cash and Cash Equivalents - Beginning of Year	<u>25,136,864</u>
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CASH AND CASH EQUIVALENTS - END OF YEAR

23,785,613

Key Financial Performance Indicators	Industry Benchmark	FYE 2024								Variance to Prior Month	Variance to 2024 Average	Variance to Prior Year Month
		Oct-22	Oct-23	Average	Jul-24	Aug-24	Sep-24	Oct-24				
Volume												
Admits	41	60	75	71	75	75	83	68	(15)	(3)	(7)	
Deliveries	n/a	17	19	17	18	19	17	21	4	4	2	
Adjusted Patient Days	n/a	866	1,272	1,035	1,164	1,362	1,312	1,335	23	300	63	
Total Surgeries	153	132	173	146	134	168	133	176	43	30	3	
ER Visits	659	830	899	840	903	905	947	859	(88)	19	(40)	
RHC and Clinic Visits	n/a	4,397	4,619	4,607	4,252	4,921	4,808	4,907	99	300	288	
Diagnostic Imaging Services	n/a	2,035	2,182	2,069	2,274	2,221	2,194	2,344	150	275	162	
Rehab Services	n/a	669	521	662	719	808	887	1,142	255	480	621	
AR & Income												
Gross AR (Cerner only)	n/a	\$ 51,620,313	\$ 53,295,391	\$ 52,823,707	\$ 56,859,164	\$ 57,648,281	\$ 58,109,192	\$ 51,585,302	\$ (6,523,890)	\$ (1,238,406)	\$ (1,710,090)	
AR > 90 Days	\$ 7,688,895.45	\$ 23,532,351	\$ 23,888,672	\$ 24,488,432	\$ 24,988,857	\$ 32,958,845	\$ 34,041,771	\$ 22,371,529	\$ (11,670,242)	\$ (2,116,903)	\$ (1,517,143)	
AR % > 90 Days	15%	45.6%	44.50%	46.7%	44.5%	57.2%	58.6%	43.4%	-15.2%	-3.3%	-1.1%	
AR Days	43.00	86.92	85.52	85.52	89.02	92.17	85.85	73.87	(11.98)	(11.64)	(13.05)	
Net AR	n/a	\$ 19,941,094	\$ 18,412,645	\$ 16,938,200	\$ 21,642,722	\$ 24,802,720	\$ 22,664,310	\$ 20,692,706	\$ (1,971,604)	\$ 3,754,506	\$ 2,280,061	
Net AR % of Gross	n/a	38.6%	34.5%	31.9%	38.1%	43.0%	39.0%	40.1%	1.1%	8.2%	5.6%	
Gross Patient Revenue/Calendar Day	n/a	\$ 531,085	\$ 634,410	\$ 619,457	\$ 617,364	\$ 683,348	\$ 702,988	\$ 698,314	\$ (4,674)	\$ 78,857	\$ 63,904	
Net Patient Revenue/Calendar Day	n/a	\$ 245,217	\$ 291,760	\$ 292,759	\$ 337,843	\$ 315,574	\$ 285,805	\$ 290,232	\$ 4,428	\$ (2,526)	\$ (1,528)	
Net Patient Revenue/APD	n/a	\$ 8,778	\$ 7,111	\$ 8,757	\$ 8,998	\$ 7,183	\$ 6,537	\$ 6,740	\$ 203	\$ (2,018)	\$ (371)	
Wages												
Wages	n/a	\$ 2,814,461	\$ 3,249,591	\$ 3,285,431	\$ 3,359,076	\$ 3,241,107	\$ 3,372,236	\$ 3,622,038	\$ 249,802	\$ 336,608	\$ 372,447	
Employed paid FTEs	n/a	380.32	352.89	353.69	366.38	366.24	391.40	369.11	(22.29)	15.43	16.23	
Employed Average Hourly Rate	\$ 38.00	\$ 41.78	\$ 51.98	\$ 53.32	\$ 51.76	\$ 49.96	\$ 50.26	\$ 55.40	\$ 5.14	\$ 2.08	\$ 3.41	
Benefits	n/a	\$ 2,577,241	\$ 1,955,349	\$ 1,640,216	\$ 1,509,407	\$ 1,478,605	\$ 1,634,036	\$ 1,896,266	\$ 262,229	\$ 256,049	\$ (59,083)	
Benefits % of Wages	30%	91.6%	60.2%	50.3%	44.9%	45.6%	48.5%	52.4%	3.9%	2.0%	-7.8%	
Contract Labor	n/a	\$ 1,081,444	\$ 371,183	\$ 518,351	\$ 507,387	\$ 829,876	\$ (112,642)	\$ 543,829	\$ 656,471	\$ 25,478	\$ 172,646	
Contract Labor Paid FTEs	n/a	50.02	22.14	23.49	29.45	32.19	24.84	21.32	(3.52)	(2.17)	(0.82)	
Total Paid FTEs	n/a	430.34	375.03	377.18	395.83	398.43	416.25	390.44	(25.81)	13.26	15.41	
Contract Labor Average Hourly Rate	\$ 81.04	\$ 122.05	\$ 94.64	\$ 126.74	\$ 97.26	\$ 145.55	\$ 118.60	\$ 143.96	\$ 25.36	\$ 17.23	\$ 49.32	
Total Salaries, Wages, & Benefits	n/a	\$ 6,473,146	\$ 5,576,123	\$ 5,443,998	\$ 5,375,870	\$ 5,549,587	\$ 4,893,631	\$ 6,062,133	\$ 1,168,502	\$ 618,135	\$ 486,010	
SWB of NR	50%	85.2%	61.7%	63.2%	51.3%	56.7%	57.1%	67.4%	10.3%	4.2%	5.7%	
SWB/APD	2,607	\$ 7,475	\$ 4,384	\$ 5,346	\$ 4,618	\$ 4,075	\$ 3,731	\$ 4,541	\$ 810	\$ (805)	\$ 157	
SWB % of total expenses	50%	71.3%	59.2%	56.7%	59.6%	56.3%	55.1%	58.0%	2.9%	1.3%	-1.1%	

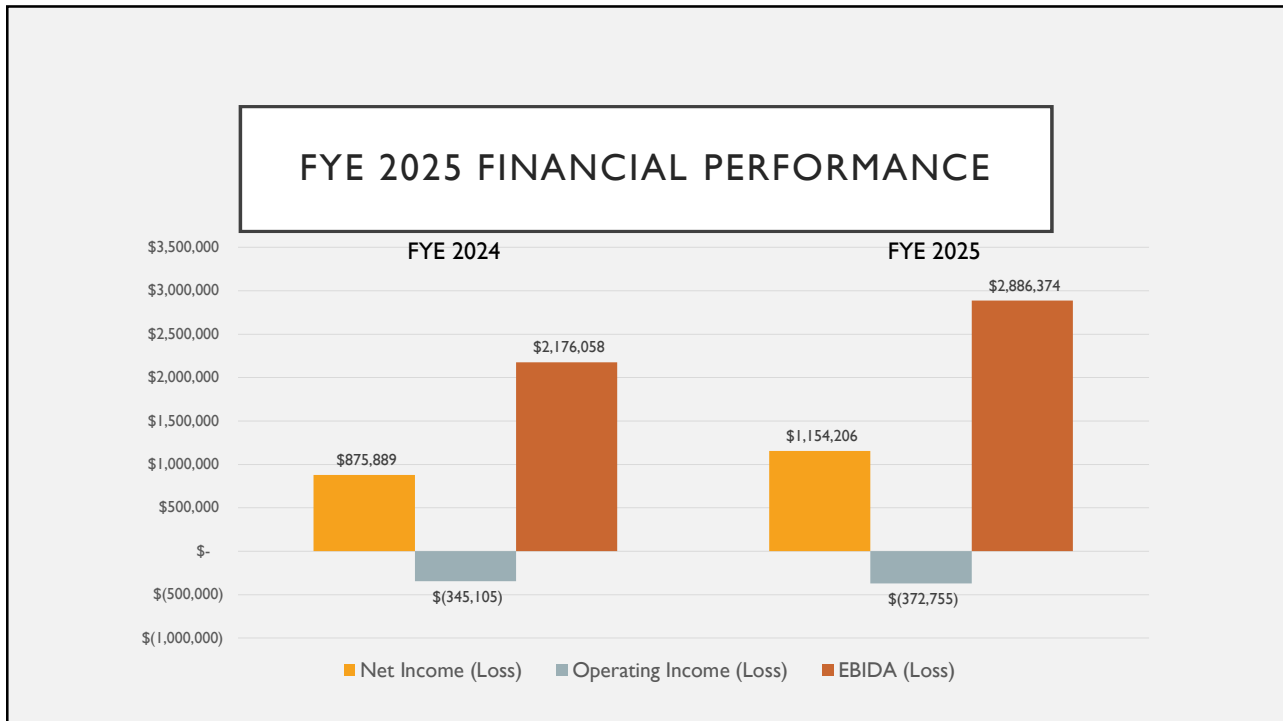
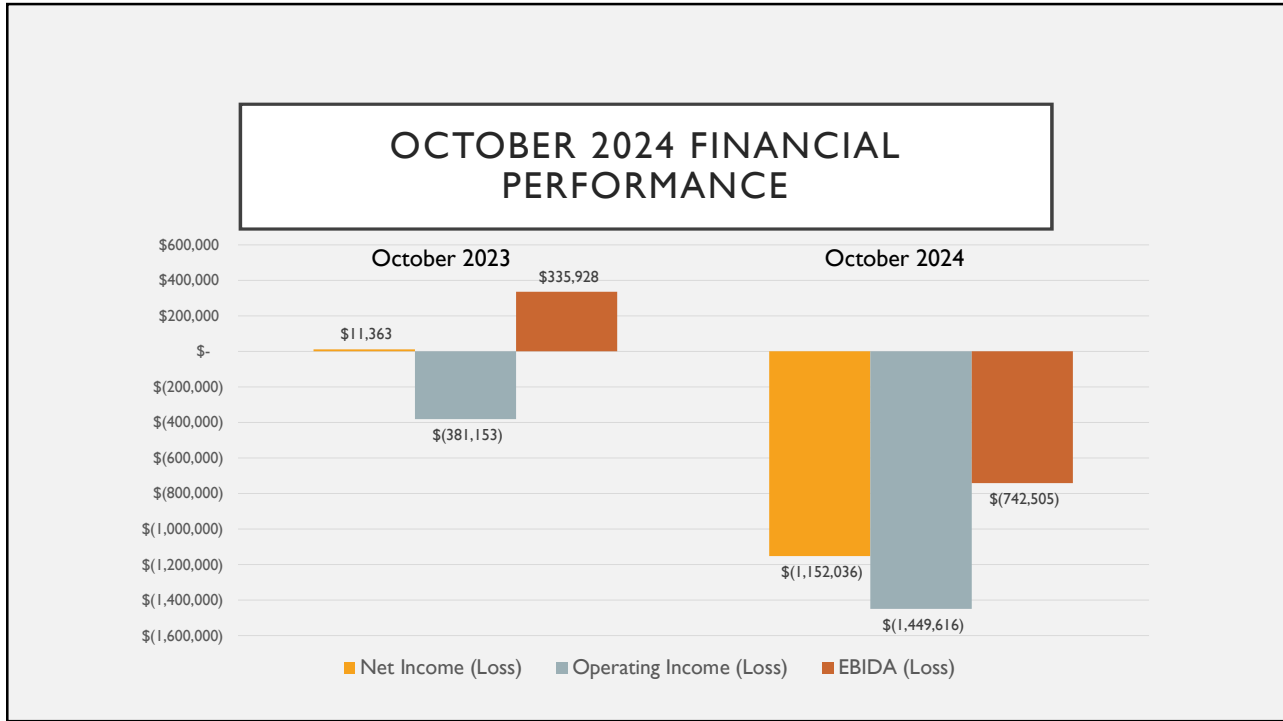
				FYE 2024						Variance to Prior	Variance to FYE	Variance to
				Average	Jul-24	Aug-24	Sep-24	Oct-24	Month	2024 Average	Prior Year	Month
Physician Spend												
Physician Expenses	n/a	\$ 1,606,452	\$ 1,432,267	\$ 1,507,510	\$ 1,553,004	\$ 1,399,376	\$ 1,621,308	\$ 1,699,955	\$ 78,647	\$ 192,445	\$ 267,688	
Physician expenses/APD	n/a	\$ 1,855	\$ 1,126	\$ 1,478	\$ 1,334	\$ 1,028	\$ 1,236	\$ 1,273	\$ 37	\$ (205)	\$ 147	
									\$ -	\$ -	\$ -	
Supplies												
Supply Expenses	n/a	\$ 502,912	\$ 974,247	\$ 776,504	\$ 387,610	\$ 904,005	\$ 353,623	\$ 496,964	\$ 143,341	\$ (279,540)	\$ (477,283)	
Supply expenses/APD		\$ 581	\$ 766	\$ 780	\$ 333	\$ 664	\$ 270	\$ 372	\$ 103	\$ (408)	\$ (394)	
Other Expenses												
Other Expenses	n/a	\$ 497,936	\$ 1,443,075	\$ 1,891,477	\$ 1,696,938	\$ 2,007,341	\$ 2,008,508	\$ 2,187,768	\$ 179,260	\$ 296,291	\$ 744,693	
Other Expenses/APD	n/a	\$ 575	\$ 1,134	\$ 1,878	\$ 1,458	\$ 1,474	\$ 1,531	\$ 1,639	\$ 108	\$ (239)	\$ 504	
Margin												
Net Income	n/a	\$ (2,499,292)	\$ 11,363	\$ 383,763	\$ 2,041,456	\$ 248,064	\$ 19,121	\$ (1,152,036)	\$ (1,171,157)	\$ (1,535,799)	\$ (1,163,399)	
Net Profit Margin	n/a	-32.9%	0.1%	3.0%	19.5%	2.5%	0.2%	-12.8%	-13.0%	-15.8%	-12.9%	
Operating Income	n/a	\$ (2,674,919)	\$ (381,153)	\$ (686,403)	\$ 1,459,716	\$ (77,526)	\$ (302,930)	\$ (1,449,616)	\$ (1,146,686)	\$ (763,213)	\$ (1,068,463)	
Operating Margin	2.9%	-35.2%	-4.2%	-10.9%	13.9%	-0.8%	-3.1%	-16.1%	-13.0%	-5.2%	-11.9%	
EBITDA	n/a	\$ (2,861,610)	\$ 335,928	\$ 841,932	\$ 2,482,790	\$ 689,172	\$ 459,316	\$ (742,505)	\$ (1,201,821)	\$ (1,584,436)	\$ (1,078,432)	
EBITDA Margin	12.7%	-37.6%	3.7%	8.7%	23.7%	7.0%	4.7%	-8.3%	-12.9%	-17.0%	-12.0%	
Debt Service Coverage Ratio	3.70		3.4	3.3	0.8	7.3	5.5	3.3	(2.2)	0.0	(0.1)	
Cash												
Avg Daily Disbursements (excl. IGT)	n/a	\$ 316,166	\$ 304,199	\$ 355,328	\$ 367,107	\$ 398,922	\$ 315,796	\$ 399,234	\$ 83,439	\$ 43,906	\$ 95,035	
Average Daily Cash Collections (excl. IGT)	n/a	\$ 363,506	\$ 295,510	\$ 299,110	\$ 349,783	\$ 262,199	\$ 302,042	\$ 359,292	\$ 57,251	\$ 60,182	\$ 63,782	
Average Daily Net Cash		\$ 47,340	\$ (8,688)	\$ (56,218)	\$ (17,324)	\$ (136,723)	\$ (13,754)	\$ (39,942)	\$ (26,188)	\$ 16,276	\$ (31,254)	
Unrestricted Funds	n/a	\$ 26,063,196	\$ 26,372,783	\$ 23,536,438	\$ 27,015,779	\$ 24,366,780	\$ 24,708,310	\$ 22,963,678	\$ (1,744,632)	\$ (572,760)	\$ (3,409,105)	
Change of cash per balance sheet	n/a	\$ 1,467,245	\$ (5,820,632)	\$ (541,459)	\$ 1,876,964	\$ (2,648,999)	\$ 341,530	\$ (1,744,632)	\$ (2,086,162)	\$ (1,203,174)	\$ 4,076,000	
Days Cash on Hand (assume no more cash is collected)	196	89	87	72	98	84	58	77	19	5	(10)	
Estimated Days Until Depleted		-	444	406	506	413	440	442	2	37	(2)	
Years Until Cash Depletion		-	1.22	1.11	1.39	1.13	1.21	1.21	0.01	0.10	(0.00)	



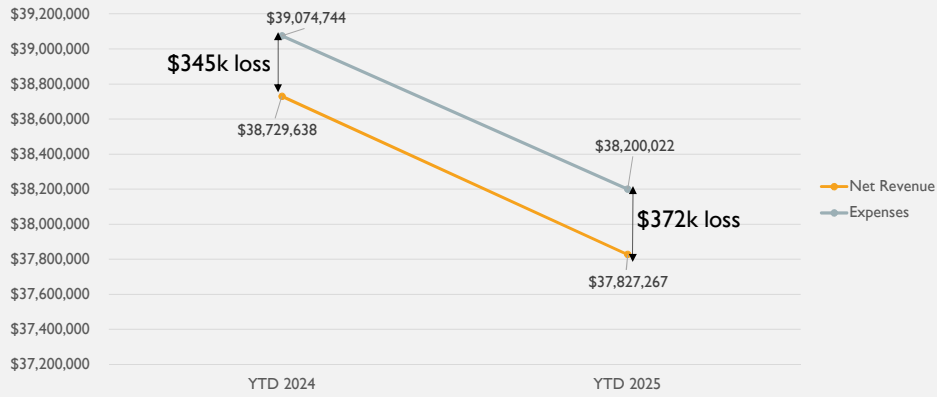
NIHD FINANCIAL UPDATE

October 2024

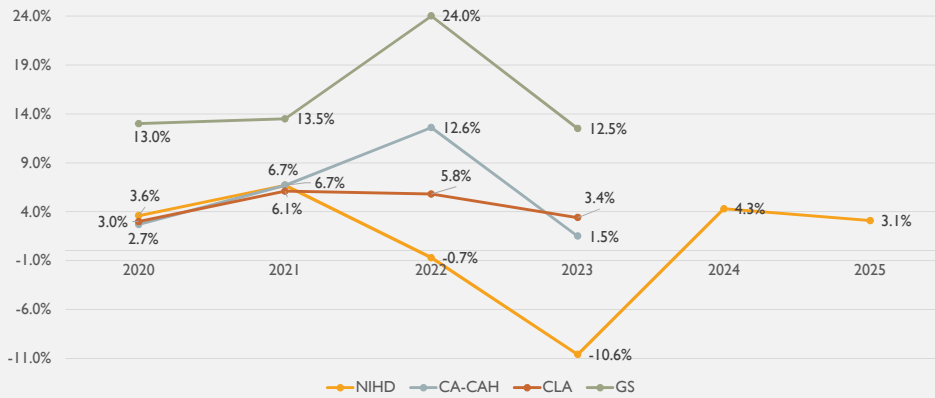
INCOME



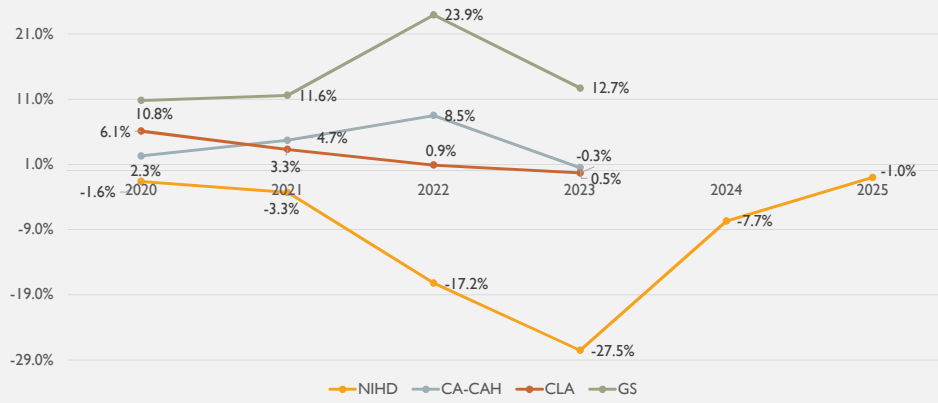
YTD OPERATING INCOME (LOSS) PERFORMANCE



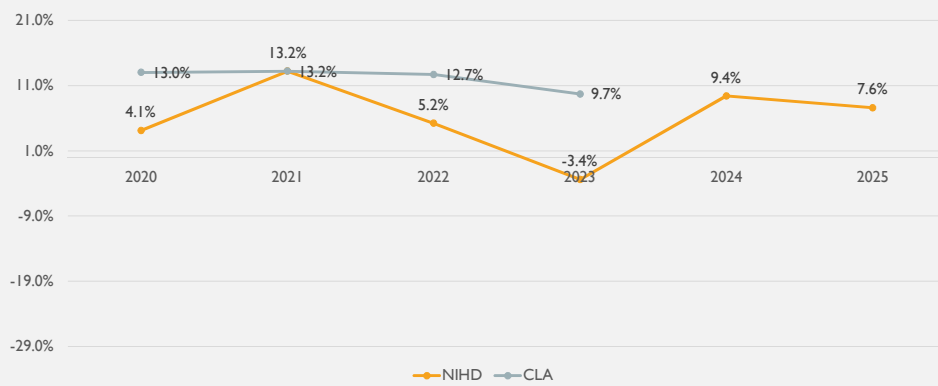
NET PROFIT MARGIN



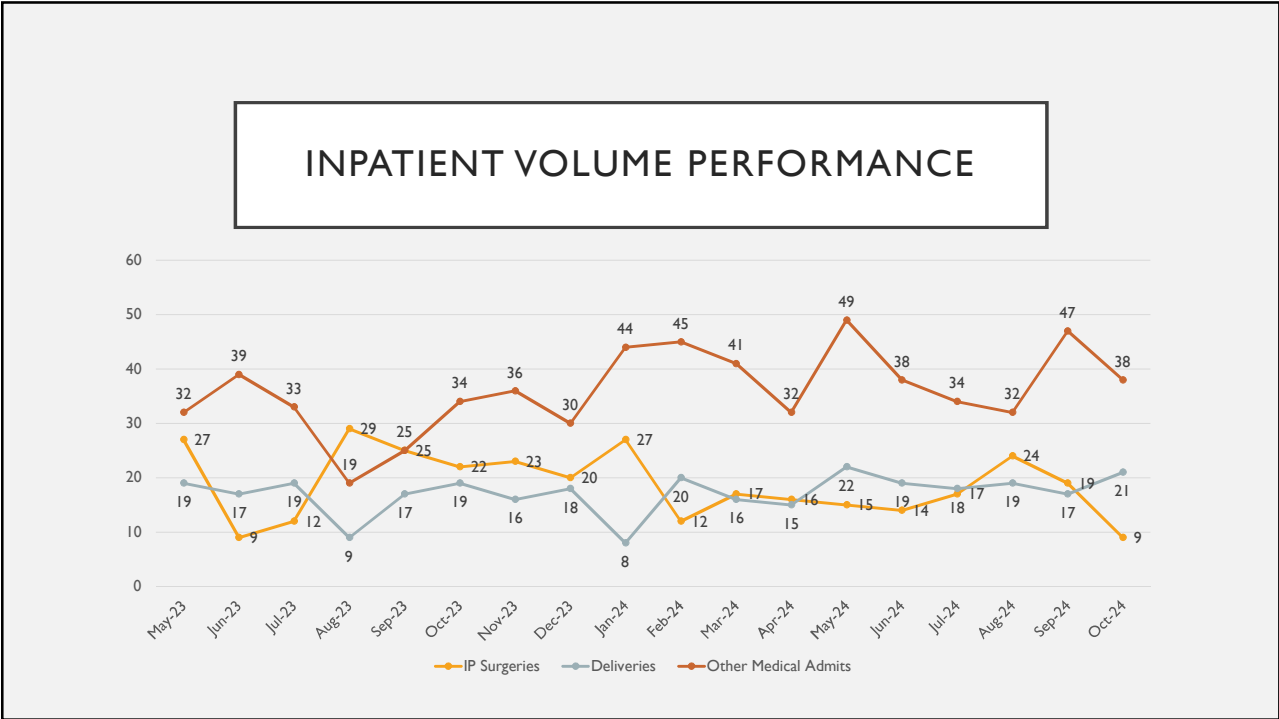
OPERATING MARGIN



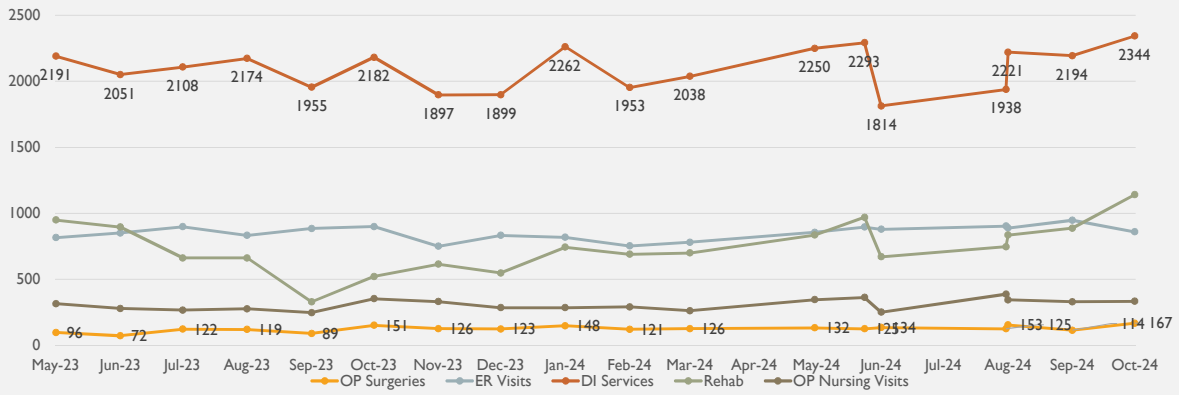
EBIDA MARGIN



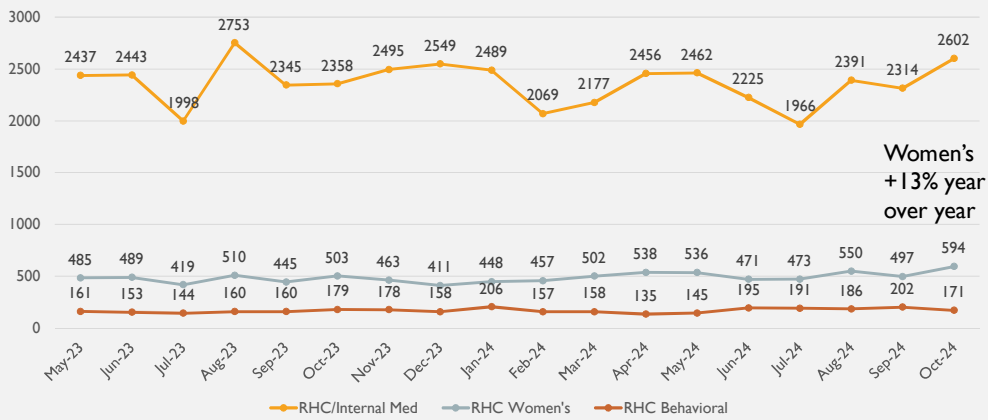
VOLUMES



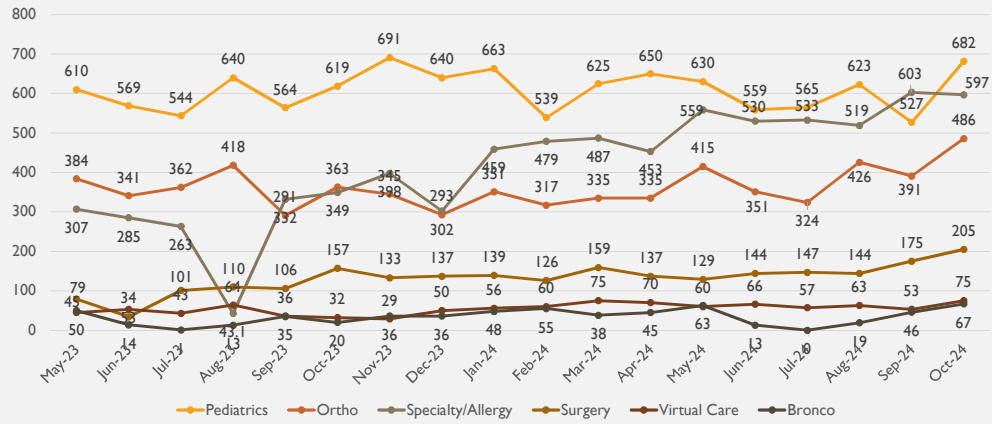
OUTPATIENT VOLUME PERFORMANCE



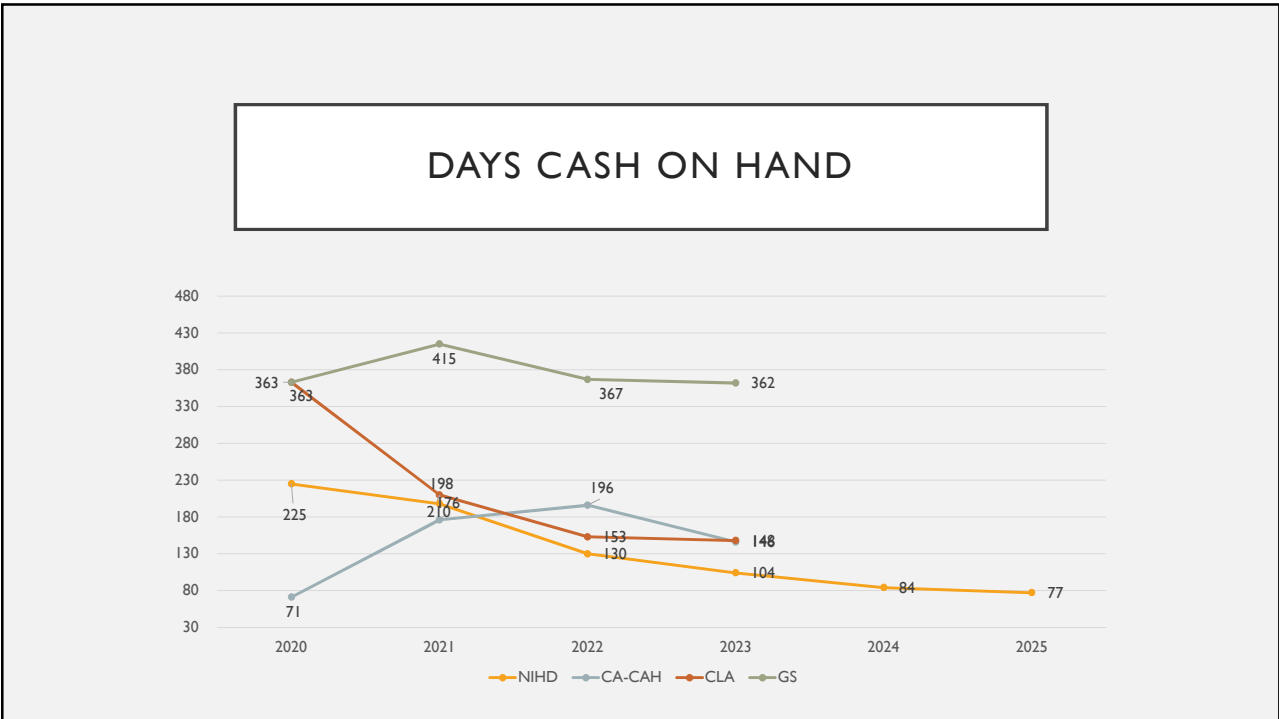
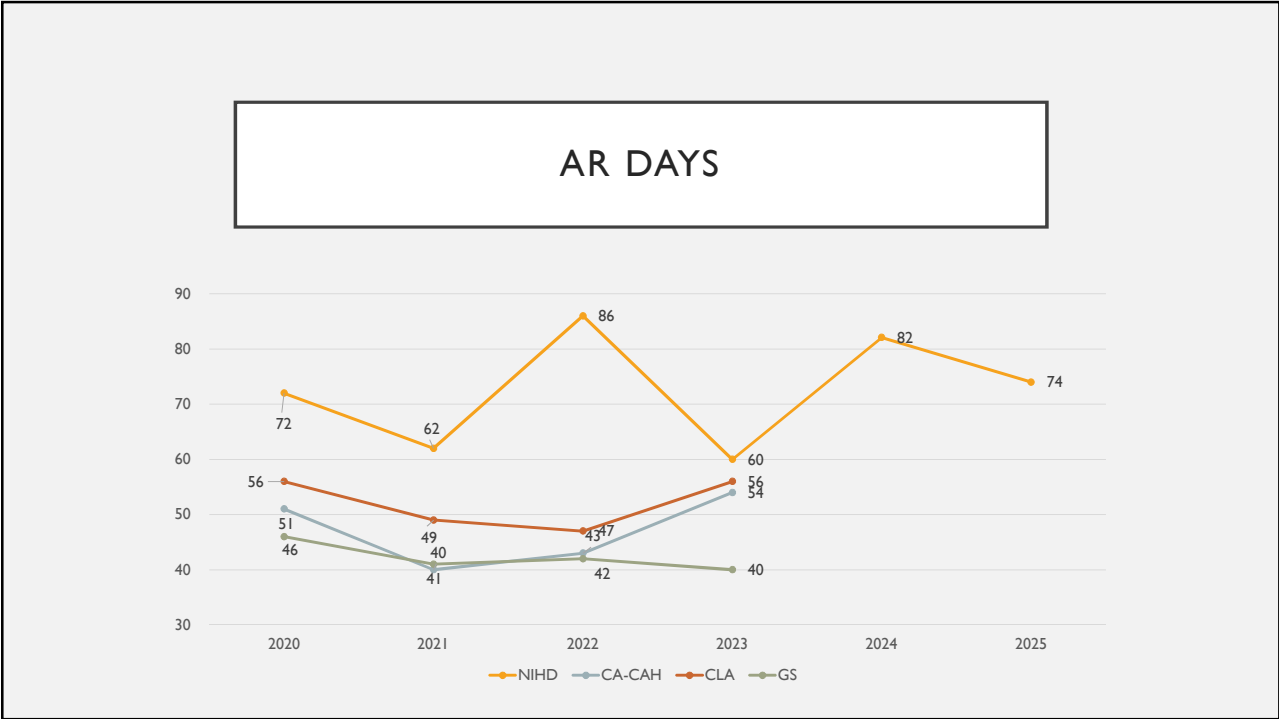
RHC VOLUME PERFORMANCE



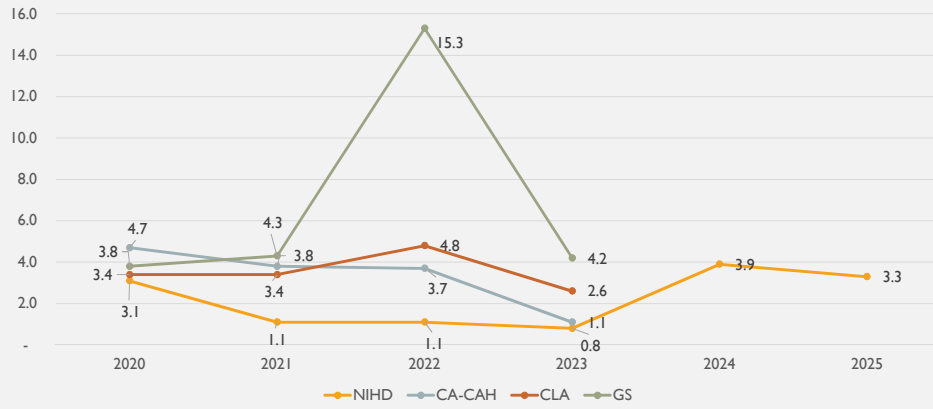
CLINIC VOLUME PERFORMANCE



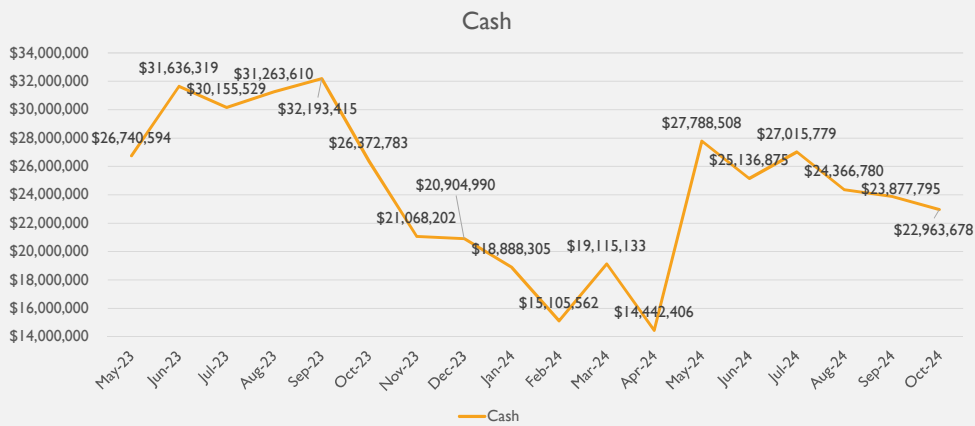
KEY PERFORMANCE INDICATORS



DEBT SERVICE COVERAGE RATIO

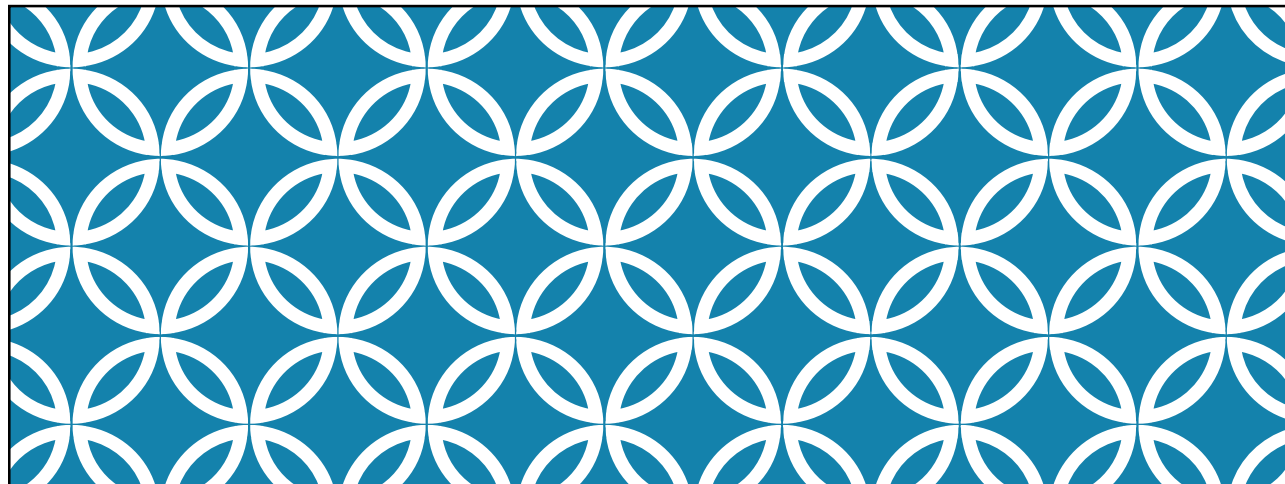


UNRESTRICTED FUNDS



WAGE COSTS

	October 2022	October 2023	October 2024
Total Paid FTEs	430	375	390
Salaries, Wages, Benefits (SWB) Expense (incl. contract labor)	\$6,473,146	\$5,576,123	\$6,062,133
SWB % of total expenses (including contract labor)	71.3%	59.2%	58%
Employed Average Hourly Rate	\$41.78	\$51.98	\$55.40
Benefits % of Wages	91.6%	60.2%	52.4%



HUMAN RESOURCES: EMPLOYEE AND LABOR RELATIONS 101

WHAT IS HUMAN RESOURCES (HR)?

- ❖ Strategic partner that aligns the workforce with the goals of the organization.
- ❖ Responsible for recruitment, retention, performance, compliance, and fostering a positive relationship with union representatives.

CORE HR FUNCTIONS

- ❖ Talent Acquisition
- ❖ Employee Development
- ❖ Compensation and Benefits
- ❖ Overseeing Performance Management
- ❖ Employee Relations
- ❖ Labor Relations

OUR WORKFORCE

- ❖ Headcount: 449 total employees
- ❖ Represented: 335 (75%)
- ❖ Unrepresented: 66 (15%)
- ❖ Management: 46 (10%)

EMPLOYEE RELATIONS

Employee Relations refers to the relationship between an organization and its employees, and the processes used to maintain this relationship. The goal is to create a workplace that encourages effective communication, respect, and cooperation between employees and management.

THE FUNCTION OF EMPLOYEE RELATIONS

- ❖ Conflict Resolution
- ❖ Employee Engagement
- ❖ Policy Enforcement
- ❖ Workplace Investigations
- ❖ Communication
- ❖ Labor Relations

LABOR RELATIONS

Labor relations is the practice of managing and maintaining relationships with employees organized by labor unions, including the establishment, negotiation, and administration of collective bargaining agreements.

LABOR RELATIONS TERMS

- ❖ Collective Bargaining
- ❖ Negotiation
- ❖ Grievance
- ❖ Mediation
- ❖ Arbitration

COLLECTIVE BARGAINING

Bilateral negotiations between labor and management teams over wages, terms, and conditions of employment.

MANDATORY BARGAINING SUBJECTS

- ❖ Wages
- ❖ Hours
- ❖ Merit Increases
- ❖ Health and Welfare (Benefits)
- ❖ Discharge
- ❖ Grievance
- ❖ Discipline
- ❖ Seniority
- ❖ Promotions
- ❖ Work Assignments

NEGOTIATION

A discussion intended to produce a collective bargaining agreement.

GRIEVANCE

A dispute over an interpretation or application of a provision of a labor agreement.

MEDIATION

Method of resolving disputes by employing a neutral third party to assist in reaching an agreement.

ARBITRATION

Method of resolving labor disputes by employing a neutral third party, an arbitrator, to review the facts and make a binding decision.

CONCLUSION

Employee and Labor Relations 101 is about:

- ❖ Fostering a Productive and Harmonious Work Environment
- ❖ Communication
- ❖ Conflict Management
- ❖ Employee Engagement
- ❖ Legal Compliance

QUESTIONS?

