

Board Meetings

Finance and Audit Committee Meeting

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NOTICE

NORTHERN INYO HEALTHCARE DISTRICT BOARD OF DIRECTORS – FINANCE AND AUDIT COMMITTEE

January 15, 2025, at 4:00 pm

The Finance and Audit Committee will meet in person at 2957 Birch Street, 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/85291705552>

Meeting ID: 852 9170 5552

PHONE CONNECTION:

888 475 4499 US Toll-free

877 853 5257 US Toll-free

Meeting ID: 852 9170 5552

Board Member, David McCoy Barrett, will attend from 401 Mercer Street, Seattle, WA 98109, via Zoom.

1. Call to order at 4:00
2. Public Comment: At this time, members of the audience may speak only on items listed on the Notice for this meeting, and speakers will be limited to a maximum of three minutes each. The Finance and Audit committee is prohibited from generally discussing or taking action on items not included in this Notice.
3. New Business
 - a. Finance and Audit Committee Charter
 - b. YTD 2025 Financials
 - c. 2024 Audit update
 - d. Capital update
 - e. Financial Policies
 - f. FYE 2025 projection
 - g. FYE 2025 cash projection
 - h. Jorie
4. 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.



NORTHERN INYO HEALTHCARE DISTRICT COMMITTEE CHARTER

Title: Finance and Audit Committee Charter		
Owner: Board Clerk and CFO Assistant		Department: Administration
Scope:		
Date Last Modified: 01/08/2025	Last Review Date: No Review Date	Version: 1
Final Approval by:		Original Approval Date:

Board of Director Bylaws: Finance and Audit Committee:

- a) Members of this standing committee shall include a committee of the whole of the Board of Directors, the Chief Financial Officer, the Chief Executive Officer, and others as requested. The Directors shall be the only members of the Committee with voting privileges.
- b) The Finance Committee, in consultation with the Chief Executive Officer and Chief Financial Officer, shall be responsible for reviewing and monitoring the annual budget and, as appropriate, its long-term capital expenditure plan. The Finance Committee shall make recommendations to the Board on retention of auditors and approve audits, and business plans pursuant to subsidiary organizations.
- c) The Finance and Audit Committee shall meet no less than three times per year

COMMITTEE PURPOSE

The Finance and Audit Committee will oversee the management of finances and audit process to ensure that the hospital is financially sustainable, operating within budgetary guidelines, and audit findings are addressed.

COMMITTEE MEMBERSHIP

1. The Finance and Audit Committee shall include a committee of the whole of the Board of Directors, the Chief Executive Officer, the Chief Financial Officer, and others as requested. The Directors shall be the only members of the committee with voting privileges.

FREQUENCY OF MEETINGS

1. The Finance and Audit Committee shall meet in January, June, and August at a minimum unless there is a need for additional meetings. Meetings may be held at irregular intervals.

COMMITTEE CALENDAR

1. Meetings will be in January, June, and August

COMMITTEE RESPONSIBILITIES

1. Analyze financial and audit reports
2. Review capital equipment, construction, and IT project status
3. Review Operational and Capital Budget
4. Review audit results and mitigation plan
5. Review Financial Policies

6. Review Investment status
7. Review cash position
8. Review Bond Covenant and Relationship
9. Review Pension Fund
10. Review approval limitations and signers

PARTICIPATION

1. All Finance and Audit Committee meetings shall be announced and conducted according to the Brown Act. The general public, patients, their families and friends, Medical Staff, and District staff are always welcome to attend and provide input.

FREQUENCY REVIEW/REVISION

1. The Finance and Audit Committee shall review the Charter biennially, or more often if required. If revisions are needed, they will be taken to the Board for action.

Supersedes: Not Set



DATE: January 2025
TO: Board of Directors, Northern Inyo Healthcare District
FROM: Andrea Mossman, Chief Financial Officer
RE: Financial Summary and Operation Insights as of November 2024

Financial Summary

1. Net Income: November's net loss was \$(251k) which was similar to last year. This was due to lower volumes in the clinics and surgeries. For the year, net income was at \$1.45M due to favorable net revenue caused by increased volume and better payor mix.
2. Operating Income: November's operating loss was \$(530k) which was higher than last year due to higher net revenue because of favorable net revenue. For the year, operating loss was better than last fiscal year by \$976k due to increased volume along with reduced expenses.
3. EBIDA: November's EBIDA was favorable by \$159k and consistent with prior year. For the year, EBIDA was favorable by \$3.6M.
4. Revenue Breakdown: November's inpatient volume and revenue was slightly higher with declines in outpatient due to less surgical volumes. For the year, revenue has increased by 1% due to higher volumes.

Deductions Summary

1. Contractual Adjustments: Contractual discounts were higher due to increased gross revenue but were in line with trend when reviewed as a percentage of gross revenue.
2. Bad Debt: For November, bad debt declined due to AR >270 days declining by over \$2M. Compared to last November, AR >270 days declined by \$(6.7M).
3. Write-offs: Other write-offs were higher than prior year and budget due to aged AR cleanup.

Salaries

1. Per Adjusted Patient Day / Adjusted Employee per Occupied Bed (Adjusted EPOB): For November, wages per patient were higher than last year due to less volume in the outpatient setting. For the year, wages per patient were higher due to increased volume.

2. Total Salaries: For November and for the year, wages were higher than last year due to higher pay rate and increase employed FTEs.
3. Average Hourly Rate: Average hourly rate was lower than budget and up 2% compare to last year due to merits.

Benefits

1. Total Benefits: For November and the year, benefits were lower than last month, budget, or prior year due to reduced medical, dental vision, and federal taxes.
2. Benefits % of Wages: For the year, we were at 42% of wages, which was lower than prior year by (11%).

Total Salaries, Wages and Benefits (SWB)

1. Salaries, Wages and Benefits (SWB) / Adjusted Patient Day: For the year, we were (13%) under budget and (3%) under prior year-to-date. This was due to higher volume meaning we were more productive.
2. Salaries, Wages and Benefits (SWB) % of Total Expenses: For November, we were (12%) lower than budget. For the year, we were lower than budget and prior year. This was due to overall expenses being lower this year. For the year, we were at 51% and our goal was 50%.

Contract Labor

1. Contract Labor Expense: For the year, contract labor was 6% higher due to staffing challenges and rates higher than planned.
2. Contract Labor Rates: Rates are higher than budgeted by 24%. We will continue to evaluation and negotiate rates based on market.
3. Contract Labor Full-Time Equivalents (FTEs): For the year, contract labor is 5% higher than budget or prior year.

Other Expenses

1. Physician Expense / Adjusted Patient Day: For the year, physician expenses per patient were (14%) under budget and (16%) under prior year-to-date.
2. Supplies: For the year, supplies were lower than prior year-to-date due to lower pharmacy costs.
3. Total Expenses: For the year, expenses were under budget by (5%) and under prior year by (1%). This was due to lower benefits along with lower supply expenses.

Stats Summary

1. Admits (excluding Nursery): For November, admits were 3% higher. This was due to higher medical admits. For the year, admits were 10% higher due to higher deliveries and medical admits.
2. Inpatient Days (excluding Nursery): For November, inpatient days increased 20%. For the year, inpatient days increased 29%.
3. Average Daily Census: Average census increased 24% compared to last year-to-date.
4. Average Length of Stay (ALOS): Average length of stay increased 13% compared to last year but was still below the maximum for a critical access hospital.
5. Deliveries: For the year, Deliveries were 11% higher than last year-to-date.
6. Surgical Procedures: For November, surgeries were (13%) under prior year primarily due to orthopedics. For the year, surgical procedures were higher by 3% due to urology and general surgery.
7. Emergency Department (ED) Visits: Emergency visits were higher by 5% compared to last November and higher than last year-to-date by 3% leading to higher medical admits.
8. Diagnostic Imaging (DI) Exams: For November, DI exams were slightly lower but for the year, they were up 3%.
9. Rehab Visits: Rehab visits were up 60% compared to last year-to-date due to better staffing and corrected billing issues.
10. Outpatient Infusion / Injections / Wound Care Visits: These visits were up 35% compared to last year-to-date.
11. Observation Hours: Observations hours were down (8%) compared to last year-to-date due to change in observation methodology in the women service line.
12. Rural Health Clinic (RHC) Visits: For November, RHC was down (8%) but up for the year by 15 due to behavioral and women.
13. Other Clinics: For the year, all clinics increased 16% due to new providers.

Northern Inyo Healthcare District November 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)	(250,823)	(1,468,123)	1,217,299	(83%)	(236,090)	(14,733)	(6%)	1,450,539	(4,524,912)	5,975,451	132%	639,798	810,741	127%
Operating Income (Loss)	(530,332)	(1,738,335)	1,208,003	(69%)	(987,232)	456,900	46%	(355,930)	(6,008,288)	5,652,357	94%	(1,332,337)	976,407	(73%)
EBIDA (Loss)	158,708	(1,104,545)	1,263,253	(114%)	120,086	38,623	(32%)	3,592,239	(2,707,022)	6,299,260	233%	2,296,144	1,296,094	56%
IP Gross Revenue	3,654,138	3,449,936	204,203	6%	3,424,188	229,950	7%	18,713,127	17,949,330	763,797	4%	17,266,921	1,446,207	8%
OP Gross Revenue	12,133,332	13,549,109	(1,415,776)	(10%)	12,912,788	(779,456)	(6%)	73,012,307	71,988,268	1,024,039	1%	68,406,086	4,606,222	7%
Clinic Gross Revenue	1,695,930	1,703,295	(7,365)	(0%)	1,643,491	52,438	3%	8,817,418	8,248,694	568,725	7%	7,693,507	1,123,912	15%
Total Gross Revenue	17,483,401	18,702,339	(1,218,939)	(7%)	17,980,468	(497,067)	(3%)	100,542,853	98,186,292	2,356,560	2%	93,366,513	7,176,340	8%
Net Patient Revenue	9,045,019	8,262,082	782,936	9%	8,294,330	750,689	9%	47,419,442	44,363,995	3,055,446	7%	47,023,968	395,474	1%
<i>Cash Net Revenue % of Gross</i>	52%	44%	8%	17%	46%	6%	12%	47%	45%	2%	4%	50%	(3%)	(6%)
Admits (excl. Nursery)	77	75	2	3%	75	2	3%	372	338	34	10%	338	34	10%
IP Days	245	204	41	20%	204	41	20%	1,324	1,028	296	29%	1,028	296	29%
IP Days (excl. Nursery)	203	179	24	13%	179	24	13%	1,134	914	220	24%	914	220	24%
Average Daily Census	6.8	6.0	0.8	13%	6.0	0.8	13%	7.4	6.0	1.4	24%	6.0	1.4	24%
ALOS	2.6	2.4	0.2	10%	2.4	0.2	10%	3.0	2.7	0.3	13%	2.7	0.3	13%
Deliveries	14	16	(2)	(13%)	16	(2)	(13%)	89	80	9	11%	80	9	11%
OP Visits	3,847	3,445	402	12%	3,445	402	12%	19,230	17,055	2,175	13%	17,055	2,175	13%
Rural Health Clinic Visits	2,203	2,495	(292)	(12%)	2,495	(292)	(12%)	11,476	11,748	(272)	(2%)	11,748	(272)	(2%)
Rural Health Women Visits	497	463	34	7%	463	34	7%	2,611	2,340	271	12%	2,340	271	12%
Rural Health Behavioral Visits	192	178	14	8%	178	14	8%	942	821	121	15%	821	121	15%
Total RHC Visits	2,892	3,136	(244)	(8%)	3,136	(244)	(8%)	15,029	14,909	120	1%	14,909	120	1%
Bronco Clinic Visits	43	36	7	19%	36	7	19%	175	105	70	67%	105	70	67%
Internal Medicine Clinic Visits	-	-	-	-%	-	-	-%	-	201	(201)	(100%)	201	(201)	(100%)
Orthopedic Clinic Visits	247	345	(98)	(28%)	345	(98)	(28%)	1,874	1,779	95	5%	1,779	95	5%
Pediatric Clinic Visits	644	691	(47)	(7%)	691	(47)	(7%)	3,041	3,058	(17)	(1%)	3,058	(17)	(1%)
Specialty Clinic Visits	509	398	111	28%	398	111	28%	2,761	1,773	988	56%	1,773	988	56%
Surgery Clinic Visits	127	133	(6)	(5%)	133	(6)	(5%)	798	607	191	31%	607	191	31%
Virtual Care Clinic Visits	53	29	24	83%	29	24	83%	301	204	97	48%	204	97	48%
Total NIA Clinic Visits	1,623	1,632	(9)	(1%)	1,632	(9)	(1%)	8,950	7,727	1,223	16%	7,727	1,223	16%
IP Surgeries	14	23	(9)	(39%)	23	(9)	(39%)	66	111	(45)	(41%)	111	(45)	(41%)
OP Surgeries	115	126	(11)	(9%)	126	(11)	(9%)	674	607	67	11%	607	67	11%
Total Surgeries	129	149	(20)	(13%)	149	(20)	(13%)	740	718	22	3%	718	22	3%
Cardiology	-	1	(1)	(100%)	1	(1)	(100%)	3	1	2	200%	1	2	200%
General	70	56	14	25%	56	14	25%	367	310	57	18%	310	57	18%
Gynecology & Obstetrics	10	17	(7)	(41%)	17	(7)	(41%)	58	80	(22)	(28%)	80	(22)	(28%)
Ophthalmology	25	31	(6)	(19%)	31	(6)	(19%)	106	127	(21)	(17%)	127	(21)	(17%)
Orthopedic	13	30	(17)	(57%)	30	(17)	(57%)	136	145	(9)	(6%)	145	(9)	(6%)
Pediatric	-	-	-	-%	-	-	-%	-	-	-	-%	-	-	-%
Plastics	-	-	-	-%	-	-	-%	1	-	1	-%	-	1	-%
Podiatry	-	-	-	-%	-	-	-%	2	1	1	100%	1	1	100%
Urology	11	14	(3)	(21%)	14	(3)	(21%)	66	54	12	22%	54	12	22%
Diagnostic Image Exams	1,880	1,897	(17)	(1%)	1,897	(17)	(1%)	10,577	10,316	261	3%	10,316	261	3%
Emergency Visits	789	750	39	5%	750	39	5%	4,403	4,265	138	3%	4,265	138	3%
ED Admits	49	36	13	36%	36	13	36%	217	147	70	48%	147	70	48%
ED Admits % of ED Visits	6%	5%	1%	29%	5%	1%	29%	5%	3%	1%	43%	3%	1%	43%
Rehab Visits	903	614	289	47%	614	289	47%	4,459	2,787	1,672	60%	2,787	1,672	60%
OP Infusion/Wound Care Visits	600	330	270	82%	330	270	82%	1,993	1,471	522	35%	1,471	522	35%
Observation Hours	1,017	1,949	(932)	(48%)	1,949	(932)	(48%)	8,297	9,017	(721)	(8%)	9,017	(721)	(8%)

Northern Inyo Healthcare District November 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	27.7%	20.1%	7.6%	38.1%	20.1%	7.6%	38.1%	26.4%	17.9%	8.5%	47.5%	17.9%	8.5%	47.5%
Commercial	8.4%	6.9%	1.5%	22.1%	6.9%	1.5%	22.1%	5.4%	3.6%	1.8%	49.7%	3.6%	1.8%	49.7%
Medicaid	22.3%	30.9%	(8.6%)	(27.7%)	30.9%	(8.6%)	(27.7%)	25.4%	24.0%	1.5%	6.1%	24.0%	1.5%	6.1%
Medicare	40.4%	40.7%	(0.2%)	(0.6%)	40.7%	(0.2%)	(0.6%)	40.0%	50.5%	(10.5%)	(20.7%)	50.5%	(10.5%)	(20.7%)
Self-pay	0.6%	1.5%	(0.8%)	(56.3%)	1.5%	(0.8%)	(56.3%)	2.0%	3.4%	(1.4%)	(41.7%)	3.4%	(1.4%)	(41.7%)
Worker's Comp	0.5%	-%	0.5%	-%	-%	0.5%	-%	0.8%	0.5%	0.2%	45.9%	0.5%	0.2%	45.9%
Other	-%	-%	-%	-%	-%	-%	-%	-%	0.1%	(0.1%)	(100.0%)	0.1%	(0.1%)	(100.0%)

DEDUCTIONS

Contract Adjust	(9,645,351)	(9,200,570)	(444,781)	5%	(8,433,073)	(1,212,277)	14%	(48,614,884)	(47,390,931)	(1,223,953)	3%	(39,962,763)	(8,652,122)	22%
Bad Debt	2,304,836	(672,129)	2,976,964	(443%)	(957,743)	3,262,579	(341%)	(653,362)	(3,507,947)	2,854,585	(81%)	(3,962,832)	3,309,470	(84%)
Write-off	(1,097,867)	(567,558)	(530,309)	93%	(295,322)	(802,546)	272%	(3,706,982)	(2,923,419)	(783,563)	27%	(2,418,337)	(1,288,645)	53%

CENSUS

Patient Days	203	179	24	13%	179	24	13%	1,134	914	220	24%	914	220	24%
Adjusted ADC	32	30	2	7%	30	2	7%	40	33	7	22%	32	8	23%
Adjusted Days	970	940	30	3%	940	30	3%	6,094	4,942	1,152	23%	4,942	1,152	23%
Employed FTE	364.7	350.6	14.2	4%	350.6	14.2	4%	362.9	355.6	7.2	2%	355.6	7.2	2%
Contract Labor FTE	23.6	27.1	(3.5)	(13%)	27.1	(3.5)	(13%)	26.8	25.4	1.4	5%	25.4	1.4	5%
Total Paid FTE	388.3	377.7	10.6	3%	377.7	10.6	3%	389.6	381.0	8.6	2%	381.0	8.6	2%
EPOB (Employee per Occupied Bed)	1.9	2.1	(0.2)	(9%)	2.1	(0.2)	(9%)	1.8	2.1	(0.4)	(18%)	2.1	(0.4)	(18%)
EPOC (Employee per Occupied Case)	0.4	0.4	(0.0)	(4%)	0.4	(0.0)	(4%)	0.1	0.1	(0.0)	(17%)	0.1	(0.0)	(17%)
Adjusted EPOB	9.2	11.1	(1.9)	(17%)	11.1	(1.9)	(17%)	9.4	11.5	(2.1)	(18%)	11.5	(2.1)	(18%)
Adjusted EPOC	1.9	2.2	(0.3)	(12%)	2.2	(0.3)	(12%)	0.3	0.4	(0.1)	(18%)	0.4	(0.1)	(18%)

SALARIES

Per Adjust Bed Day	3,570	3,686	(116)	(3%)	3,327	243	7%	2,799	3,553	(754)	(21%)	3,302	(503)	(15%)
Total Salaries	3,463,941	3,464,324	(384)	(0%)	3,126,785	337,155	11%	17,058,398	17,558,435	(500,037)	(3%)	16,318,043	740,355	5%
Average Hourly Rate	55.40	57.65	(2.24)	(4%)	52.03	3.37	6%	53.77	56.47	(2.70)	(5%)	52.48	1.29	2%
Employed Paid FTEs	364.7	350.6	14.2	336.4	350.6	14.2	4%	362.9	355.6	7.2	2%	355.6	7.2	2%

BENEFITS

Per Adjust Bed Day	735	2,192	(1,457)	(66%)	1,920	(1,185)	(62%)	1,187	2,095	(908)	(43%)	1,779	(592)	(33%)
Total Benefits	713,356	2,060,105	(1,346,749)	(65%)	1,804,521	(1,091,165)	(60%)	7,231,310	10,352,339	(3,121,030)	(30%)	8,790,344	(1,559,035)	(18%)
Benefits % of Wages	21%	59%	(39%)	(65%)	58%	-37%	(64%)	42%	59%	(17%)	(28%)	54%	(11%)	(21%)
Pension Expense	376,674	497,683	(121,009)	(24%)	330,787	45,887	14%	2,045,151	2,489,818	(444,666)	(18%)	2,120,181	(75,030)	(4%)
MDV Expense	184,740	748,612	(563,872)	(75%)	1,146,839	(962,099)	(84%)	3,643,074	3,743,060	(99,986)	(3%)	5,151,198	(1,508,124)	(29%)
Taxes, PTO accrued, Other	151,942	813,811	(661,868)	(81%)	326,894	(174,952)	(54%)	1,543,085	4,119,462	(2,576,377)	(63%)	1,518,966	24,119	2%
Salaries, Wages & Benefits	4,177,297	5,524,430	(1,347,133)	(24%)	4,931,306	(754,009)	(15%)	24,289,707	27,910,774	(3,621,067)	(13%)	25,108,387	(818,679)	(3%)
SWB/APD	4,305	5,877	(1,573)	(27%)	5,246	(942)	(18%)	3,986	5,647	(1,662)	(29%)	5,080	(1,095)	(22%)
SWB % of Total Expenses	44%	55%	(12%)	(21%)	53%	(10%)	(18%)	51%	55%	(5%)	(8%)	52%	(1%)	(2%)

Northern Inyo Healthcare District
November 2024 – 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	2,656	2,394	261	11%	2,352	304	13%	2,037	2,266	(229)	(10%)	2,486	(449)	(18%)
Total Physician Fee	1,508,531	1,463,822	44,708	3%	1,713,978	(205,447)	(12%)	7,782,174	7,317,511	464,663	6%	7,476,902	305,272	4%
Total Contract Labor	583,367	374,560	208,807	56%	211,163	372,204	176%	2,351,817	1,796,420	555,397	31%	2,211,088	140,729	6%
Total Other Pro-Fees	485,226	412,013	73,214	18%	285,601	199,625	70%	2,282,063	2,085,368	196,696	9%	2,600,834	(318,771)	(12%)
Total Professional Fees	2,577,124	2,250,395	326,729	15%	2,210,742	366,382	17%	12,416,054	11,199,299	1,216,756	11%	12,288,824	127,230	1%
Contract AHR	144.39	80.59	63.80	79%	45.43	98.96	218%	100.44	80.86	19.58	24%	99.52	0.91	1%
Contract Paid FTEs	23.6	27.1	(3.5)	(13%)	27.1	(3.5)	(13%)	26.8	25.4	1.4	5%	25.4	1.4	5%
Physician Fee per Adjust Bed Day	1,555	1,557	(3)	(0%)	1,824	(269)	(15%)	1,277	1,481	(204)	(14%)	1,513	(236)	(16%)

PHARMACY

Per Adjust Bed Day	648	491	157	32%	462	186	40%	274	467	(193)	(41%)	434	(160)	(37%)
Total Rx Expense	628,990	461,460	167,530	36%	434,409	194,581	45%	1,669,046	2,307,298	(638,252)	(28%)	2,146,253	(477,207)	(22%)

MEDICAL SUPPLIES

Per Adjust Bed Day	418	458	(40)	(9%)	449	(31)	(7%)	407	434	(28)	(6%)	504	(97)	(19%)
Total Medical Supplies	405,863	430,271	(24,409)	(6%)	421,832	(15,969)	(4%)	2,478,139	2,146,155	331,984	15%	2,489,484	(11,345)	(0%)

EHR SYSTEM

Per Adjust Bed Day	49	144	(95)	(66%)	(1)	50	(4,183%)	31	137	(106)	(77%)	111	(80)	(72%)
Total EHR Expense	47,276	135,000	(87,724)	(65%)	(1,122)	48,398	(4,315%)	187,739	675,000	(487,261)	(72%)	547,759	(360,020)	(66%)

OTHER EXPENSE

Per Adjust Bed Day	1,370	889	481	54%	988	382	39%	754	873	(120)	(14%)	833	(80)	(10%)
Total Other	1,329,269	835,283	493,986	59%	928,219	401,050	43%	4,592,987	4,315,866	277,120	6%	4,119,252	473,734	12%

DEPRECIATION AND AMORTIZATION

Per Adjust Bed Day	422	387	35	9%	379	43	11%	351	368	(16)	(4%)	335	16	5%
Total Depreciation and Amortization	409,531	363,578	45,953	13%	356,176	53,355	15%	2,141,699	1,817,890	323,809	18%	1,656,346	485,353	29%

TOTAL EXPENSES

Per Adjust Bed Day	9,867	10,640	(772)	(7%)	9,875	(7)	(0%)	7,839	10,192	(2,353)	(23%)	9,784	(1,945)	(20%)
Per Calendar Day	319,178	333,347	(14,169)	(4%)	309,385	9,793	3%	312,257	329,231	(16,973)	(5%)	316,054	(3,797)	(1%)

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

	11/30/2024	Nov Budget	11/30/2023	2025 YTD	2024 YTD	Budget Variance	PYM Change	PYTD Change
Gross Patient Service Revenue								
Inpatient Patient Revenue	3,654,138	3,449,936	3,424,188	18,713,127	17,266,921	204,203	229,950	1,446,207
Outpatient Revenue	12,133,332	13,549,109	12,912,788	73,012,307	68,406,086	(1,415,776)	(779,456)	4,606,222
Clinic Revenue	1,695,930	1,703,295	1,643,491	8,817,418	7,693,507	(7,365)	52,438	1,123,912
Gross Patient Service Revenue	17,483,401	18,702,339	17,980,468	100,542,853	93,366,513	(1,218,939)	(497,067)	7,176,340
Deductions from Revenue								
Contractual Adjustments	(9,645,351)	(9,200,570)	(8,433,073)	(48,614,884)	(39,962,763)	(444,781)	(1,212,277)	(8,652,122)
Bad Debt	2,304,836	(672,129)	(957,743)	(653,362)	(3,962,832)	2,976,964	3,262,579	3,309,470
A/R Writeoffs	(1,097,867)	(567,558)	(295,322)	(3,706,982)	(2,418,337)	(530,309)	(802,546)	(1,288,645)
Other Deductions from Revenue	-	-	-	(152,618)	-	-	-	(152,618)
Deductions from Revenue	(8,438,382)	(10,440,257)	(9,686,138)	(53,127,846)	(46,343,932)	2,001,875	1,247,756	(6,783,914)
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	9,045,019	8,262,082	8,294,330	47,419,442	47,023,968	782,936	750,689	395,474
CNR%	51.7%	44.2%	46.1%	47.2%	50.4%	-0.6%	-1.9%	-3.2%
Cost of Services - Direct								
Salaries and Wages	2,944,227	2,944,553	2,694,788	14,386,323	14,038,148	(326)	249,439	348,175
Benefits	616,715	1,781,015	1,536,819	6,170,377	7,522,009	(1,164,300)	(920,104)	(1,351,632)
Professional Fees	1,764,851	1,660,468	1,875,536	8,957,315	8,814,424	104,383	(110,685)	142,892
Contract Labor	495,129	317,906	263,663	2,031,480	1,997,523	177,223	231,465	33,957
Pharmacy	628,990	461,460	434,409	1,669,046	2,146,253	167,530	194,581	(477,207)
Medical Supplies	405,863	430,271	421,832	2,478,139	2,489,484	(24,409)	(15,969)	(11,345)
Hospice Operations	-	-	-	-	-	-	-	-
EHR System Expense	47,276	135,000	(1,122)	187,739	547,759	(87,724)	48,398	(360,020)
Other Direct Expenses	848,957	533,466	695,124	3,414,019	3,209,702	315,491	153,833	204,317
Total Cost of Services - Direct	7,752,007	8,264,138	7,921,050	39,294,438	40,765,302	(512,130)	(169,042)	(1,470,864)
General and Administrative Overhead								
Salaries and Wages	519,714	519,772	431,997	2,672,075	2,279,895	(58)	87,717	392,180
Benefits	96,641	279,090	267,702	1,060,933	1,268,335	(182,449)	(171,061)	(207,402)
Professional Fees	228,906	215,367	124,043	1,106,922	1,263,313	13,539	104,863	(156,391)
Contract Labor	88,238	56,655	(52,500)	320,337	213,565	31,583	140,738	106,772
Depreciation and Amortization	409,531	363,578	356,176	2,141,699	1,656,346	45,953	53,355	485,353
Other Administrative Expenses	480,312	301,818	233,094	1,178,967	909,550	178,495	247,218	269,418
Total General and Administrative Overhead	1,823,343	1,736,279	1,360,512	8,480,934	7,591,003	87,064	462,831	889,930
Total Expenses	9,575,350	10,000,417	9,281,562	47,775,372	48,356,305	(425,067)	293,789	(580,933)
Financing Expense	206,574	185,154	182,866	1,003,930	898,283	21,420	23,708	105,647
Financing Income	181,031	238,960	228,125	1,222,661	1,140,623	(57,930)	(47,094)	82,039
Investment Income	56,648	46,181	324,800	240,084	658,157	10,467	(268,152)	(418,073)
Miscellaneous Income	248,404	170,225	381,083	1,347,654	1,071,639	78,179	(132,679)	276,015
Net Income (Change in Financial Position)	(250,823)	(1,468,123)	(236,090)	1,450,539	639,798	1,217,299	(14,733)	810,741
Operating Income	(530,332)	(1,738,335)	(987,232)	(355,930)	(1,332,337)	1,208,003	456,900	976,407
EBIDA	158,708	(1,104,545)	120,086	3,592,239	2,296,144	1,263,253	38,623	1,296,094
Net Profit Margin	-2.8%	-17.8%	-2.8%	3.1%	1.4%	15.0%	0.1%	1.7%

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

	PY Balances	9/30/2024	9/30/2023	10/31/2024	10/31/2023	11/30/2024	11/30/2023	PM Change	PY Change
Assets									
Current Assets									
Cash and Liquid Capital	18,718,414	17,374,679	18,771,541	16,909,058	15,130,616	10,295,002	9,784,681	(6,614,056)	510,321
Short Term Investments	6,418,451	7,574,716	10,555,533	6,876,555	10,658,191	6,872,978	8,158,191	(3,577)	(1,285,213)
PMA Partnership	-	-	-	-	-	-	-	-	-
Accounts Receivable, Net of Allowance	17,924,674	19,842,483	15,119,591	18,705,429	18,412,645	20,054,289	20,460,545	1,348,860	(406,256)
Other Receivables	4,754,052	4,823,782	794,581	4,771,477	1,149,410	9,458,105	2,837,260	4,686,628	6,620,845
Inventory	6,103,723	6,112,780	5,155,489	6,079,443	5,210,947	6,117,401	5,211,962	37,958	905,439
Prepaid Expenses	1,119,559	1,933,935	2,326,052	1,353,383	2,377,751	1,102,300	2,269,168	(251,083)	(1,166,869)
Total Current Assets	55,038,873	57,662,375	52,722,787	54,695,345	52,939,560	53,900,075	48,721,807	(795,270)	5,178,268
Assets Limited as to Use									
Internally Designated for Capital Acquisition	-	-	-	-	-	-	-	-	-
Short Term - Restricted	1,467,786	1,468,166	1,466,663	1,468,293	1,466,789	1,468,417	1,466,910	124	1,507
Limited Use Assets									
LAIF - DC Pension Board Restricted	-	-	828,419	-	828,417	-	828,417	-	(828,417)
LAIF - DB Pension Board Restricted	10,346,490	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	-	-
Total Limited Use Assets	10,919,587	10,919,587	14,478,346	10,919,587	13,905,247	10,919,587	14,478,344	-	(3,558,757)
Revenue Bonds Held by a Trustee	376,411	359,303	752,501	353,592	746,796	347,848	760,392	(5,744)	(412,544)
Total Assets Limited as to Use	12,763,784	12,747,056	16,697,511	12,741,473	16,118,832	12,735,852	16,705,646	(5,620)	(3,969,794)
Long Term Assets									
Long Term Investment	1,846,138	755,869	2,790,423	999,950	2,797,561	747,654	3,057,305	(252,296)	(2,309,651)
Fixed Assets, Net of Depreciation	84,474,743	84,066,999	76,854,908	83,828,939	77,676,251	83,555,961	77,109,988	(272,978)	6,445,973
Total Long Term Assets	86,320,881	84,822,868	79,645,331	84,828,890	80,473,812	84,303,615	80,167,293	(525,274)	4,136,322
Total Assets	154,123,537	155,232,299	149,065,629	152,265,708	149,532,205	150,939,543	145,594,746	(1,326,165)	5,344,797
Liabilities									
Current Liabilities									
Current Maturities of Long-Term Debt	4,146,183	4,771,637	190,197	4,782,382	655,101	4,744,967	676,353	(37,415)	4,068,614
Accounts Payable	5,010,089	4,443,274	6,935,344	3,949,738	6,819,778	4,337,497	5,370,018	387,759	(1,032,521)
Accrued Payroll and Related	6,224,657	4,915,339	12,664,513	5,437,529	12,669,463	3,515,873	8,534,376	(1,921,655)	(5,018,503)
Accrued Interest and Sales Tax	109,159	78,276	96,606	166,600	166,957	192,433	240,254	25,832	(47,821)
Notes Payable	446,860	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)	(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	-	-
Due to Specific Purpose Funds	-	-	-	-	-	-	-	-	-
Other Deferred Credits - Pension & Leases	12,599,823	12,593,614	1,873,995	12,591,545	1,873,995	12,589,475	1,873,995	(2,070)	10,715,480
Total Current Liabilities	29,225,475	27,937,705	24,083,068	28,063,360	24,507,707	26,515,810	19,017,409	(1,547,549)	7,498,401
Long Term Liabilities									
Long Term Debt	36,301,355	36,004,290	33,341,647	34,797,823	32,730,530	34,698,029	31,715,530	(99,794)	2,982,499
Bond Premium	165,618	156,207	193,852	153,070	190,715	149,933	187,578	(3,137)	(37,645)
Accreted Interest	16,991,065	17,271,137	17,409,141	16,560,403	17,504,273	16,653,761	17,599,405	93,358	(945,644)
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	-	(14,311,308)
Total Long Term Liabilities	86,404,394	86,377,989	98,202,303	84,457,651	97,683,181	84,448,078	96,760,176	(9,573)	(12,312,098)
Suspense Liabilities	-	-	-	-	-	-	-	-	-
Uncategorized Liabilities (grants)	31,506	147,821	36,944	127,821	68,644	127,821	107,118	-	20,703
Total Liabilities	115,661,375	114,463,515	122,322,315	112,648,832	122,259,532	111,091,709	115,884,703	(1,557,122)	(4,792,994)
Fund Balance									
Fund Balance	31,992,031	36,994,377	23,268,194	36,447,220	23,786,064	36,928,877	26,459,404	481,657	10,469,473
Temporarily Restricted	1,467,786	1,468,166	2,610,594	1,468,293	2,610,720	1,468,417	2,610,841	124	(1,142,424)
Net Income	5,002,346	2,306,242	864,526	1,701,362	875,889	1,450,539	639,798	(250,823)	810,741
Total Fund Balance	38,462,163	40,768,784	26,743,313	39,616,876	27,272,672	39,847,833	29,710,043	230,958	10,137,790
Liabilities + Fund Balance	154,123,537	155,232,299	149,065,629	152,265,708	149,532,205	150,939,543	145,594,746	(1,326,165)	5,344,797
(Decline)/Gain		(90,686)	1,771,115	(2,966,591)	466,576	(1,326,165)	(3,937,458)	1,640,426	2,611,293

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	\$ 1,450,539
+ Depreciation Expense	2,141,699
+ Interest Expense	1,003,930
Less GO Property Tax revenue	815,990
Less GO Interest Expense	207,895
"Income available for debt service"	\$ 3,572,284
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
	1,064,056
Ratio: (numerator / denominator)	3.36
Required Debt Service Coverage Ratio:	1.10
In Compliance? (Y/N)	No

Unrestricted Funds and Days Cash on Hand

	HOSPITAL FUND ONLY
Cash and Investments-current	\$ 17,167,981
Cash and Investments-non current	747,654
Sub-total	17,915,635
Less - Restricted:	
PRF and grants (Unearned Revenue)	-
Held with bond fiscal agent	(347,848)
Building and Nursing Fund	(1,468,417)
Total Unrestricted Funds	\$ 16,099,369
Total Operating Expenses	\$ 47,775,372
Less Depreciation	2,141,699
Net Expenses	45,633,672
Average Daily Operating Expense	\$ 371,005
Days Cash on Hand	43

Northern Inyo Healthcare District
Statement of Cash Flows
Fiscal Year 2025

CASH FLOWS FROM OPERATING ACTIVITIES

Receipts from and on Behalf of Patients	47,444,580
Payments to Suppliers and Contractors	(28,643,583)
Payments to and on Behalf of Employees	(26,641,524)
Other Receipts and Payments, Net	4,656,477
Net Cash Provided (Used) by Operating Activities	<u>(3,184,051)</u>

CASH FLOWS FROM NONCAPITAL FINANCING ACTIVITIES

Noncapital Contributions and Grants	(4,487,790)
Property Taxes Received	-
Other	1,222,661
Net Cash Provided (Used) by Noncapital Financing Activities	<u>(3,265,129)</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	(1,003,930)
Purchase and Construction of Capital Assets	(253,729)
Payments on Lease Liability	(124,557)
Payments on Subscription Liability	(361,325)
Property Taxes Received	1,058,835
Net Cash Provided (Used) by Capital and Capital Related Financing Activities	<u>(1,791,613)</u>

CASH FLOWS FROM INVESTING ACTIVITIES

Investment Income	240,084
Rental Income	31,825
Net Cash Provided (Used) by Investing Activities	<u>271,909</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

<u><u>17,167,980</u></u>

Key Financial Performance Indicators	Industry Benchmark	Nov-22	Nov-23	FYE 2024	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Variance to Prior Month	Variance to FYE 2024 Average	Variance to	
				Average								Prior Year Month	
Volume													
Admits	41	79	75	71	75	75	83	68	77	9	6	2	
Deliveries	n/a	16	16	17	18	19	17	21	14	(7)	(3)	(2)	
Adjusted Patient Days	n/a	1,226	940	1,035	1,164	1,362	1,312	1,335	970	(365)	(65)	30	
Total Surgeries	153	129	149	146	134	168	133	176	129	(47)	(17)	(20)	
ER Visits	659	986	750	840	903	905	947	859	789	(70)	(51)	39	
RHC and Clinic Visits	n/a	4,807	4,768	4,607	4,252	4,921	4,808	4,907	4,515	(392)	(92)	(253)	
Diagnostic Imaging Services	n/a	1,992	1,897	2,069	2,274	2,221	2,194	2,344	1,880	(464)	(189)	(17)	
Rehab Services	n/a	679	614	662	719	808	887	1,142	903	(239)	241	289	
AR & Income													
Gross AR (Cerner only)	n/a	\$ 55,510,968	\$ 52,529,762	\$ 52,823,707	\$ 56,859,164	\$ 57,648,281	\$ 58,109,192	\$ 51,585,302	\$ 48,660,966	\$ (2,924,335)	\$ (4,162,741)	\$ (3,868,796)	
AR > 90 Days	\$ 7,688,895.45	\$ 24,211,484	\$ 26,596,663	\$ 24,488,432	\$ 24,988,857	\$ 32,958,845	\$ 34,041,771	\$ 22,371,529	\$ 21,371,712	\$ (999,817)	\$ (3,116,720)	\$ (5,224,951)	
AR % > 90 Days	15%	43.6%	50.23%	46.7%	44.5%	57.2%	58.6%	43.4%	43.9%	0.6%	-2.7%	-6.3%	
AR Days	43.00		87.85	85.52	89.02	92.17	86.34	73.2	71.77	(1.43)	(13.75)	(16.08)	
Net AR	n/a	\$ 20,904,497	\$ 20,460,545	\$ 16,938,200	\$ 21,642,722	\$ 24,802,720	\$ 19,842,483	\$ 18,705,429	\$ 20,054,289	\$ 1,348,860	\$ 3,116,089	\$ (406,256)	
Net AR % of Gross	n/a	37.7%	39.0%	31.9%	38.1%	43.0%	34.1%	36.3%	41.2%	5.0%	9.3%	2.3%	
Gross Patient Revenue/Calendar Day	n/a	\$ 589,134	\$ 599,349	\$ 619,457	\$ 617,364	\$ 683,348	\$ 702,988	\$ 698,314	\$ 582,780	\$ (115,534)	\$ (36,677)	\$ (16,569)	
Net Patient Revenue/Calendar Day	n/a	\$ 289,097	\$ 276,478	\$ 292,759	\$ 337,843	\$ 315,574	\$ 285,805	\$ 290,232	\$ 301,501	\$ 11,268	\$ 8,742	\$ 25,023	
Net Patient Revenue/APD	n/a	\$ 7,074	\$ 8,824	\$ 8,757	\$ 8,998	\$ 7,183	\$ 6,537	\$ 6,740	\$ 9,325	\$ 2,585	\$ 567	\$ 501	
Wages													
Wages	n/a	\$ 2,889,378	\$ 3,126,785	\$ 3,285,431	\$ 3,359,076	\$ 3,241,107	\$ 3,372,236	\$ 3,622,038	\$ 3,463,941	\$ (158,098)	\$ 178,510	\$ 337,156	
Employed paid FTEs	n/a	390.90	350.57	353.69	366.38	366.24	391.40	369.11	364.70	(4.41)	11.01	14.13	
Employed Average Hourly Rate	\$ 38.00	\$ 43.12	\$ 52.03	\$ 53.32	\$ 51.76	\$ 49.96	\$ 50.26	\$ 55.40	\$ 55.41	\$ 0.01	\$ 2.09	\$ 3.38	
Benefits	n/a	\$ 1,803,140	\$ 1,804,521	\$ 1,640,216	\$ 1,509,407	\$ 1,478,605	\$ 1,634,036	\$ 1,896,266	\$ 713,356	\$ (1,182,910)	\$ (926,860)	\$ (1,091,165)	
Benefits % of Wages	30%	62.4%	57.7%	50.3%	44.9%	45.6%	48.5%	52.4%	20.6%	-31.8%	-29.7%	-37.1%	
Contract Labor	n/a	\$ 1,649,618	\$ 211,163	\$ 518,351	\$ 507,387	\$ 829,876	\$ (112,642)	\$ 543,829	\$ 583,367	\$ 39,538	\$ 65,016	\$ 372,204	
Contract Labor Paid FTEs	n/a	35.82	21.61	23.49	29.45	32.19	24.84	21.32	23.57	2.24	0.07	1.96	
Total Paid FTEs	n/a	426.72	372.18	377.18	395.83	398.43	416.25	390.44	388.27	(2.17)	11.09	16.09	
Contract Labor Average Hourly Rate	\$ 81.04	\$ 268.64	\$ 57.00	\$ 126.74	\$ 97.26	\$ 145.55	\$ 118.60	\$ 143.96	\$ 144.39	\$ 0.43	\$ 17.66	\$ 87.39	
Total Salaries, Wages, & Benefits	n/a	\$ 6,342,136	\$ 5,142,469	\$ 5,443,998	\$ 5,375,870	\$ 5,549,587	\$ 4,893,631	\$ 6,062,133	\$ 4,760,664	\$ (1,301,469)	\$ (683,334)	\$ (381,805)	
SWB% of NR	50%	73.1%	62.0%	63.2%	51.3%	56.7%	57.1%	67.4%	48.7%	-18.7%	-14.5%	-13.3%	
SWB/APD	2,607	\$ 5,173	\$ 5,471	\$ 5,346	\$ 4,618	\$ 4,075	\$ 3,731	\$ 4,541	\$ 4,908	\$ 367	\$ (438)	\$ (563)	
SWB % of total expenses	50%	69.8%	55.4%	56.7%	59.6%	56.3%	55.1%	58.0%	49.7%	-8.3%	-7.0%	-5.7%	

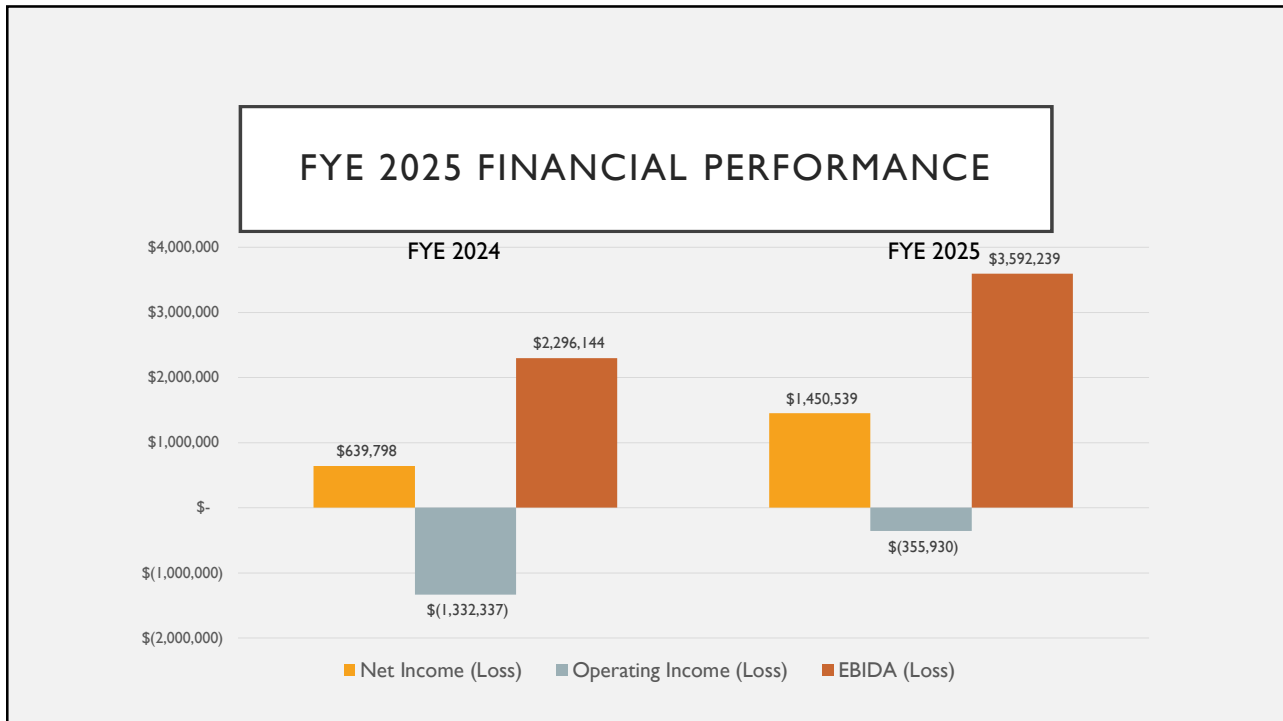
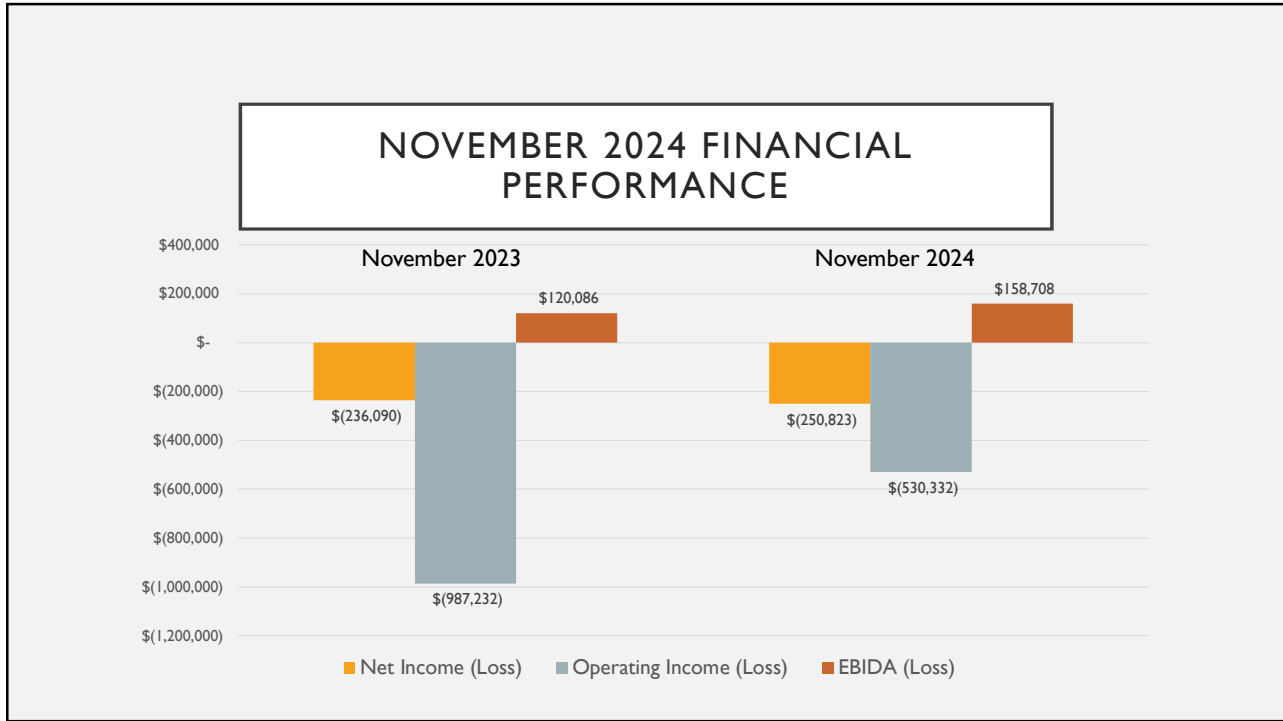
				FYE 2024						Variance to Prior	Variance to FYE	Variance to	
				Average	Jul-24	Aug-24	Sep-24	Oct-24	Nov-24	Month	2024 Average	Prior Year	
Physician Spend													
Physician Expenses	n/a	\$ 1,556,109	\$ 1,713,978	\$ 1,507,510	\$ 1,553,004	\$ 1,399,376	\$ 1,621,308	\$ 1,699,955	\$ 1,508,531	\$ (191,424)	\$ 1,020	\$ (205,447)	
Physician expenses/APD	n/a	\$ 1,269	\$ 1,823	\$ 1,478	\$ 1,334	\$ 1,028	\$ 1,236	\$ 1,273	\$ 1,555	\$ 282	\$ 77	\$ (268)	
										\$ -	\$ -	\$ -	
Supplies													
Supply Expenses	n/a	\$ 1,071,178	\$ 856,240	\$ 776,504	\$ 387,610	\$ 904,005	\$ 353,623	\$ 496,964	\$ 1,034,853	\$ 537,889	\$ 258,349	\$ 178,613	
Supply expenses/APD		\$ 874	\$ 911	\$ 780	\$ 333	\$ 664	\$ 270	\$ 372	\$ 1,067	\$ 695	\$ 287	\$ 156	
Other Expenses													
Other Expenses	n/a	\$ 111,022	\$ 1,568,875	\$ 1,891,477	\$ 1,696,938	\$ 2,007,341	\$ 2,008,508	\$ 2,187,768	\$ 2,271,303	\$ 83,534	\$ 379,826	\$ 702,427	
Other Expenses/APD	n/a	\$ 91	\$ 1,669	\$ 1,878	\$ 1,458	\$ 1,474	\$ 1,531	\$ 1,639	\$ 2,342	\$ 703	\$ 464	\$ 673	
Margin													
Net Income	n/a	\$ (2,424,941)	\$ (236,090)	\$ 383,763	\$ 2,041,456	\$ 248,064	\$ 19,121	\$ (1,152,036)	\$ (250,823)	\$ 901,213	\$ (634,586)	\$ (14,733)	
Net Profit Margin	n/a	-28.0%	-2.8%	3.0%	19.5%	2.5%	0.2%	-12.8%	-2.6%	10.2%	-5.5%	0.2%	
Operating Income	n/a	\$ (2,579,099)	\$ (987,232)	\$ (686,403)	\$ 1,459,716	\$ (77,526)	\$ (302,930)	\$ (1,449,616)	\$ (530,332)	\$ 919,284	\$ 156,071	\$ 456,900	
Operating Margin	2.9%	-29.7%	-11.9%	-10.9%	13.9%	-0.8%	-3.1%	-16.1%	-5.4%	10.7%	5.5%	6.5%	
EBITDA	n/a	\$ (2,770,959)	\$ 120,086	\$ 841,932	\$ 2,482,790	\$ 689,172	\$ 459,316	\$ (742,505)	\$ 158,708	\$ 901,213	\$ (683,224)	\$ 38,622	
EBITDA Margin	12.7%	-31.9%	1.4%	8.7%	23.7%	7.0%	4.7%	-8.3%	1.6%	9.9%	-7.1%	0.2%	
Debt Service Coverage Ratio	3.70		4.4	3.3	0.8	7.3	5.5	3.3	3.4	0.0	0.0	(1.0)	
Cash													
Avg Daily Disbursements (excl. IGT)	n/a	\$ 382,431	\$ 379,443	\$ 355,328	\$ 367,107	\$ 398,922	\$ 315,796	\$ 399,234	\$ 296,503	\$ (102,732)	\$ (58,826)	\$ (82,941)	
Average Daily Cash Collections (excl. IGT)	n/a	\$ 297,301	\$ 306,475	\$ 299,110	\$ 349,783	\$ 262,199	\$ 302,042	\$ 359,292	\$ 288,101	\$ (71,191)	\$ (11,009)	\$ (18,374)	
Average Daily Net Cash		\$ (85,130)	\$ (72,968)	\$ (56,218)	\$ (17,324)	\$ (136,723)	\$ (13,754)	\$ (39,942)	\$ (8,402)	\$ 31,540	\$ 47,816	\$ 64,567	
Unrestricted Funds	n/a	\$ 23,584,817	\$ 21,068,202	\$ 23,536,438	\$ 27,015,779	\$ 24,366,780	\$ 24,708,310	\$ 22,963,678	\$ 16,099,369	\$ (6,864,309)	\$ (7,437,069)	\$ (4,968,833)	
Change of cash per balance sheet	n/a	\$ (2,478,379)	\$ (5,304,581)	\$ (541,459)	\$ 1,876,964	\$ (2,648,999)	\$ 341,530	\$ (1,744,632)	\$ (6,864,309)	\$ (5,119,676)	\$ (6,322,850)	\$ (1,559,728)	
Days Cash on Hand (assume no more cash is collected)	196	78	56	72	98	84	58	77	43	(34)	(29)	(13)	
Estimated Days Until Depleted		277	339	406	506	413	440	442	372	(70)	(33)	33	
Years Until Cash Depletion		0.76	0.93	1.11	1.39	1.13	1.21	1.21	1.02	(0.19)	(0.09)	0.09	



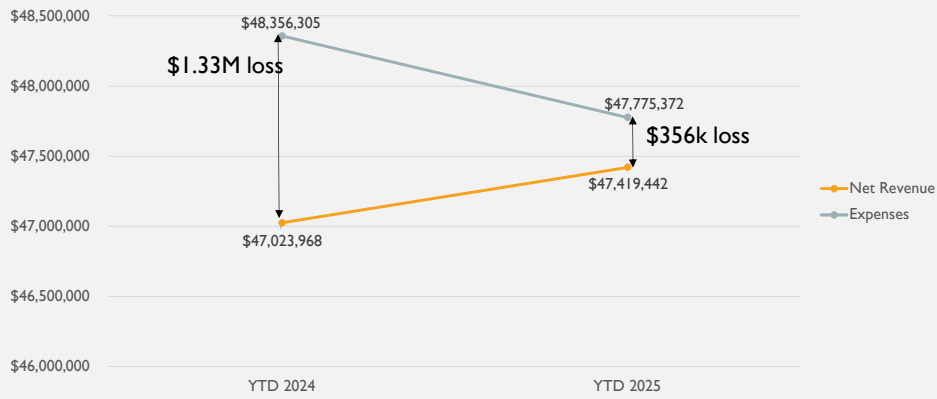
NIHD FINANCIAL UPDATE

November 2024

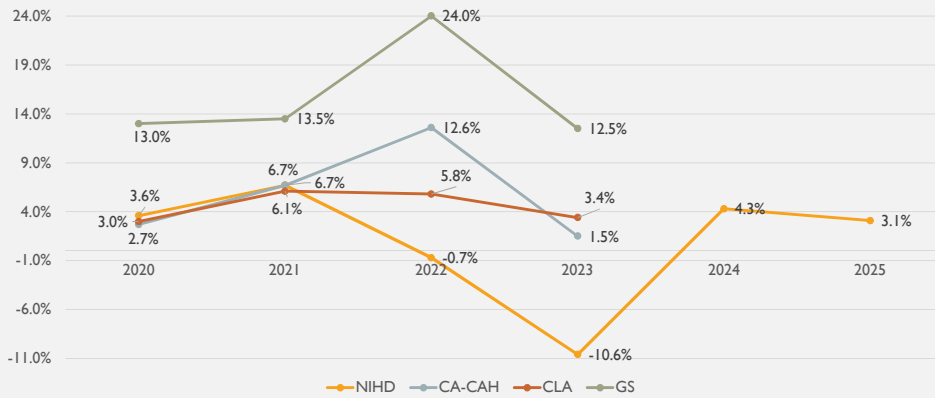
INCOME



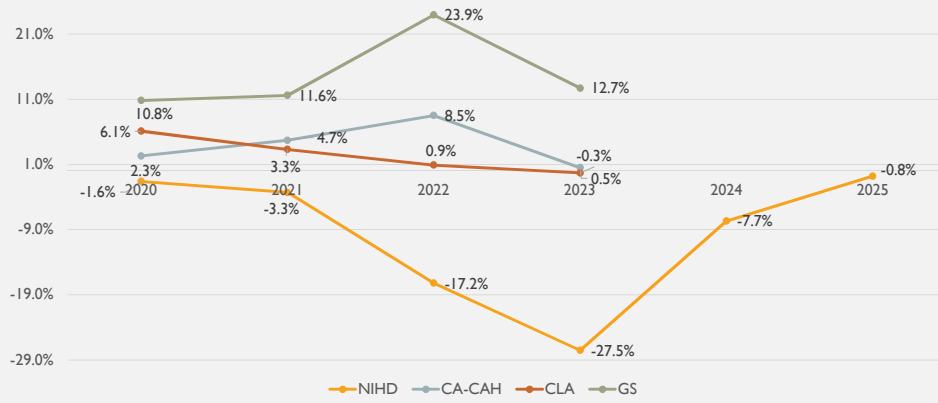
YTD OPERATING INCOME (LOSS) PERFORMANCE



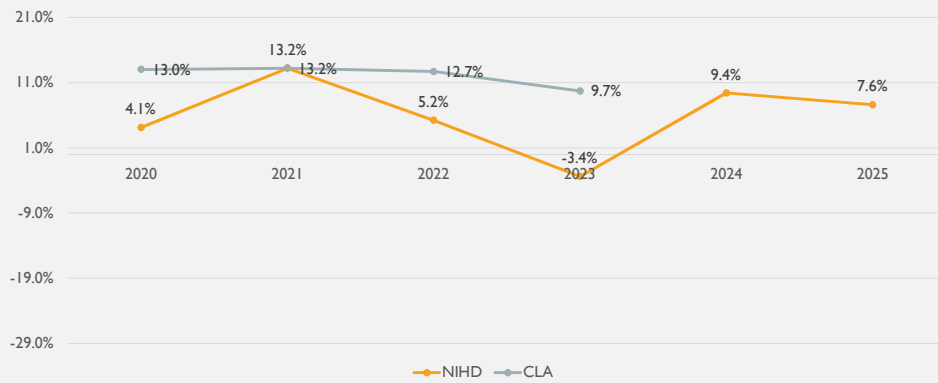
NET PROFIT MARGIN



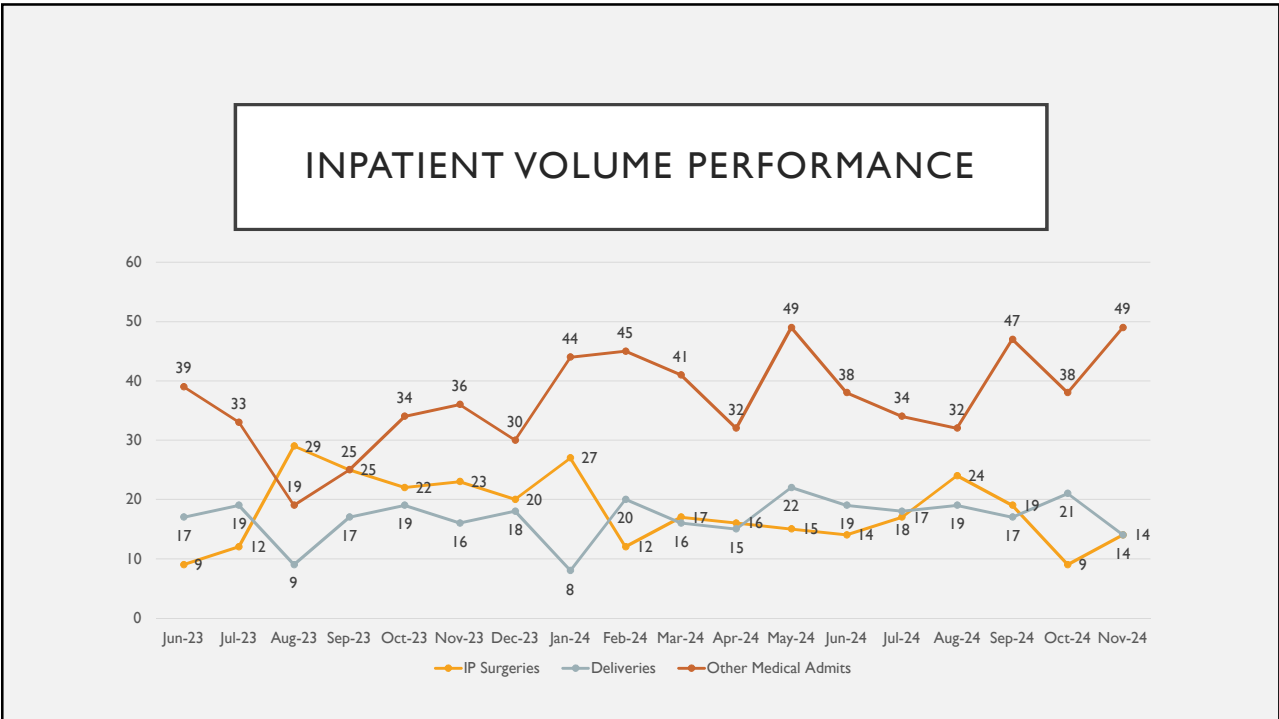
OPERATING MARGIN



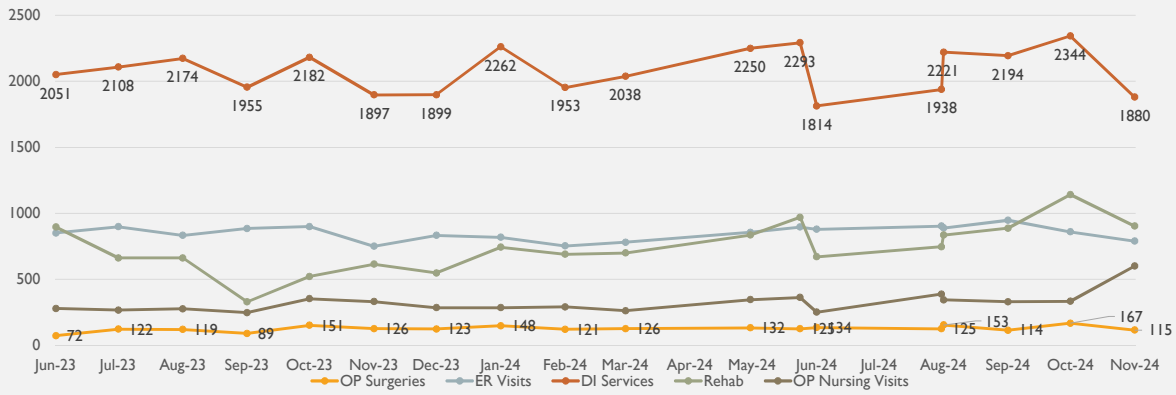
EBIDA MARGIN



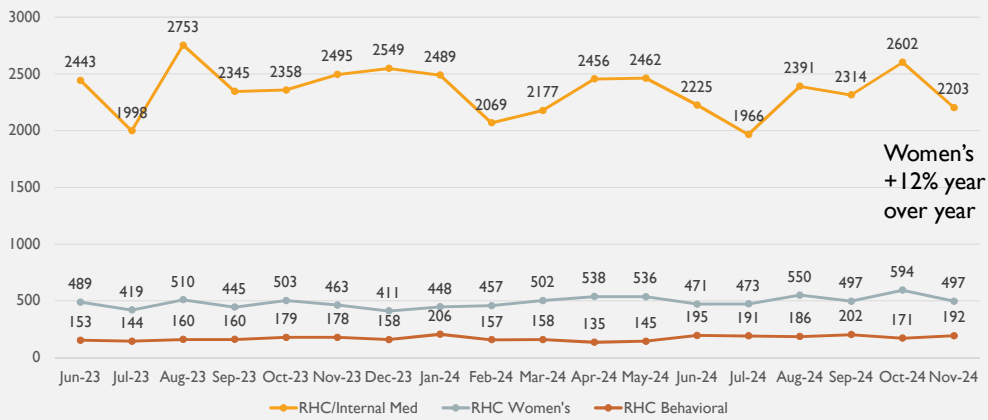
VOLUMES



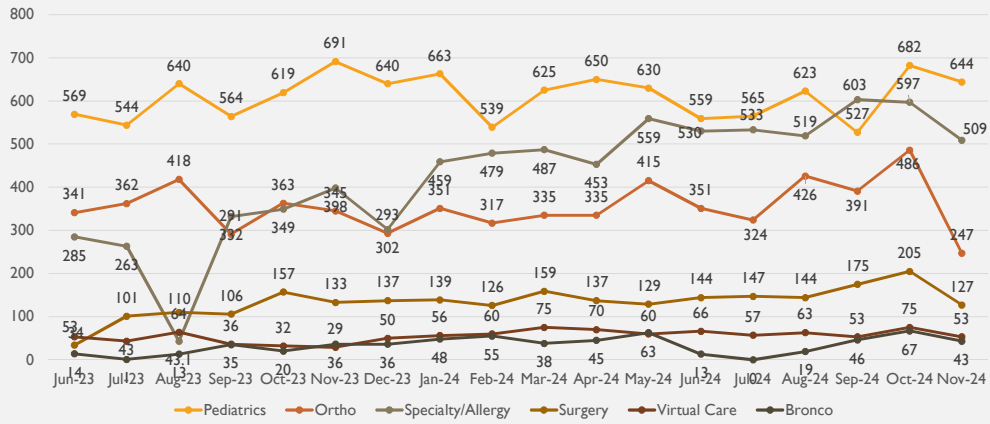
OUTPATIENT VOLUME PERFORMANCE



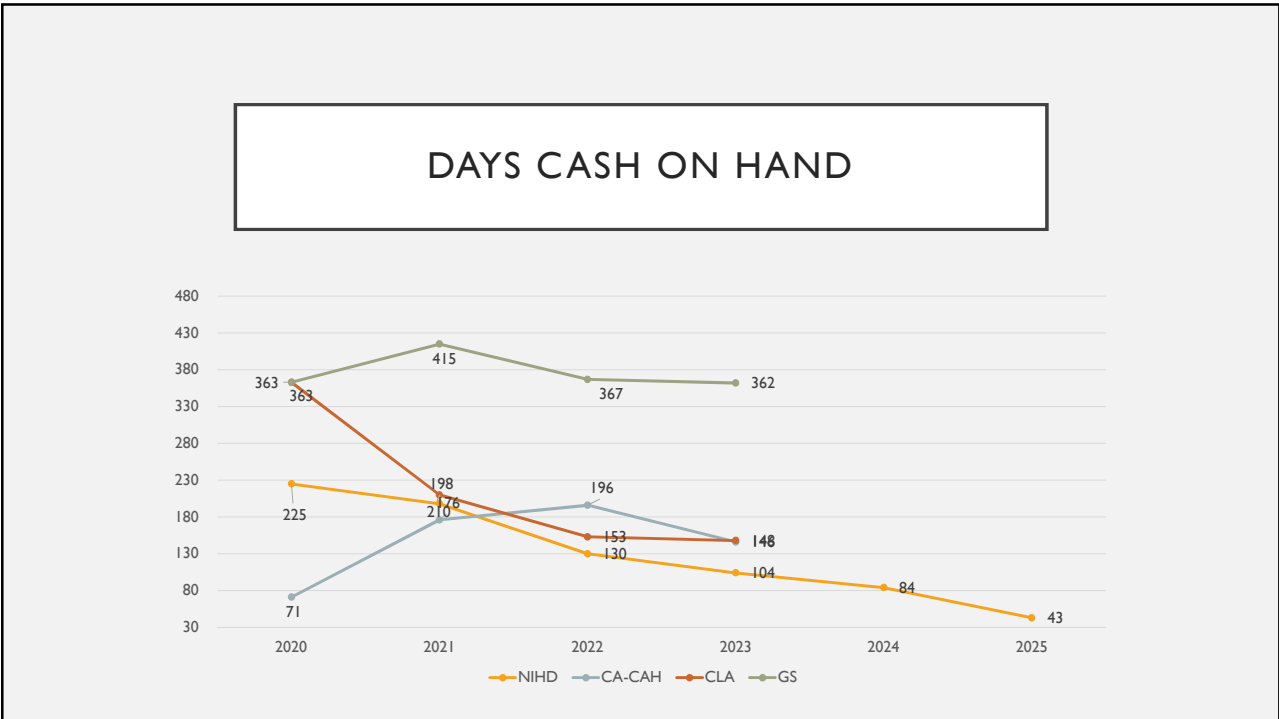
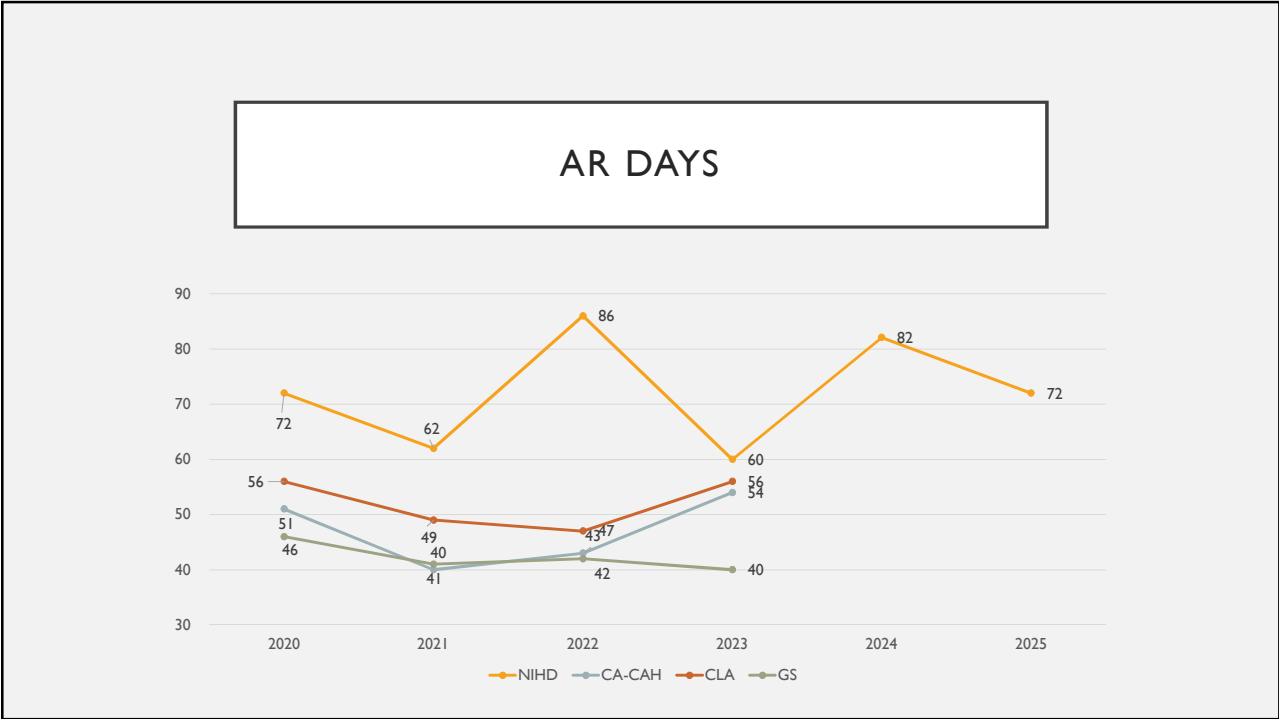
RHC VOLUME PERFORMANCE



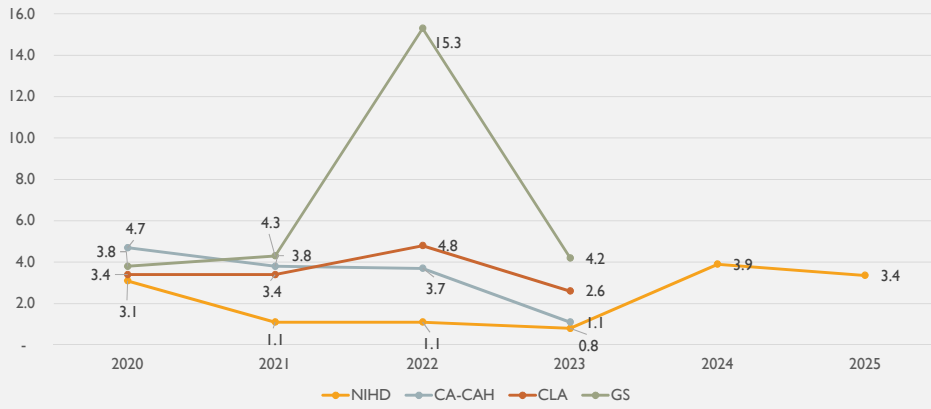
CLINIC VOLUME PERFORMANCE



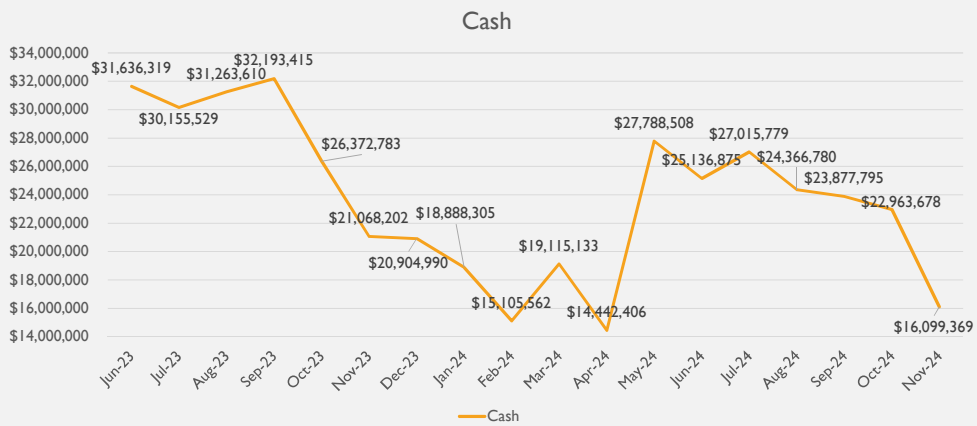
KEY PERFORMANCE INDICATORS



DEBT SERVICE COVERAGE RATIO



UNRESTRICTED FUNDS



WAGE COSTS

	November 2022	November 2023	November 2024
Total Paid FTEs	427	372	388
Salaries, Wages, Benefits (SWB) Expense (incl. contract labor)	\$6,342,136	\$5,142,469	\$4,760,664
SWB % of total expenses (including contract labor)	69.8%	55.4%	48.7%
Employed Average Hourly Rate	\$43.12	\$52.03	\$55.40
Benefits % of Wages	62.4%	57.7%	20.6%

	Final FYE 2024	YTD Nov Actual	Annualized FYE 2025	Adjustment	FYE 2025 Projection	Variance to PYTD	Comment
Revenue							
Inpatient Patient Revenue	41,350,077	18,722,057	44,932,937		44,932,937	9%	Volume is consistently higher
Outpatient Revenue	166,037,287	73,012,307	175,229,537	(3,000,000)	172,229,537	4%	Starting to see decline in some surgeries. Also, observation hours process change in women's service line
Clinic Revenue	19,388,997	8,817,418	21,161,804	(500,000)	20,661,804	7%	Starting to see decline in RHC (primary care) visits along with decline in ortho clinic
Cerner Unaliased		(8,930)	(21,432)		-21,432	100%	
Gross Patient Service Revenue	226,776,361	100,542,853	241,302,847	(3,500,000)	237,802,847	5%	
Deductions from Revenue	(119,667,037)	(53,127,846)	(127,506,830)	1,900,000	-125,606,830	5%	adjusting to keep NR% of GR consistent
Other Revenue	6,979	4,435	10,643		10,643	53%	
Net Patient Service Revenue	107,116,303	47,419,442	113,806,660	(1,600,000)	112,206,660	5%	
	47.2%	47.2%	47.2%	45.7%	47.2%	0%	
Expense							
Salaries and Wages	38,674,815	17,058,398	40,940,155		40,940,155	6%	Increased employee average rate
Benefits	22,390,958	7,231,310	17,355,143	3,000,000	20,355,143	-9%	Anticipated savings in MDV due to less claims along with lower pension expense of \$1M
Contract Labor	6,024,606	2,351,817	5,644,361	380,245	6,024,606	0%	Keeping flat to prior year
Professional Fees	24,725,996	10,064,237	24,154,170	571,826	24,725,996	0%	Keeping flat to prior year
Pharmacy	5,832,893	1,669,046	4,005,711	1,827,182	5,832,893	0%	
Medical Supplies	4,702,267	2,478,139	5,947,534		5,947,534	26%	Increased volume
Other Expenses	10,856,091	4,781,663	11,475,991	1,000,000	12,475,991	15%	Increased utilities, insurance, repairs, cerner expenses along with billing/collection fees
Depreciation and Amortization	5,163,844	2,141,699	5,140,079		5,140,079	0%	
Total Expenses	118,371,469	47,776,309	114,663,143	6,779,253	121,442,396	3%	
Financing Expense	2,962,395	1,003,930	2,409,432		2,409,432	-19%	Less interest expense on debt
Financing Income	3,155,532	1,222,661	2,934,387		2,934,387	-7%	
Investment Income	724,763	240,084	576,202		576,202	-20%	Investing less cash due to constraints
Total Grant Revenue							
Miscellaneous Income	12,319,227	1,347,654	3,234,369	9,084,858	12,319,227	0%	IGT - keeping consistent with prior year
Net Income/(Loss)	1,981,960	1,449,601	3,479,044	705,605	4,184,648	111%	

NIHD FYE 2025 Cash Projection

	FYE 2025	Comment
YTD Cash Collections (Dec 2024)	\$ 58,181,021	\$2M higher than December 2023 YTD
One time items:		
Grants	\$ 103,312	
IGT	\$ 1,139,051	
Tax Appropriations	\$ 163,826	
Other	\$ 479,570	
Total non-recurring cash	\$ 1,885,758	
Expected one-time items:		
Grants	\$ 103,312	Using first 6 months as basis
IGT	\$ 11,000,000	2 more quarterly HQAF, annual HQAF, AB 915, rate range, and QIP - should be recouped by June
Tax Appropriations	\$ 2,000,000	Based on prior year
ERC		IRS Tax credit - IRS is slow to processing ~\$5M
Other	\$ 250,000	CDs maturing by June
Total expected one-time items	\$ 13,353,312	
Projected FYE 2025 cash intake	\$ 125,943,838.20	Prior year was \$127.4M
YTD Disbursements	\$ (72,079,209)	
One time items:		
Bond payments	\$ (1,967,350)	
SB1334 Retro	\$ (1,600,000)	Missed rest breaks paid in August
Capital	\$ (1,452,290)	Q1 approved budget
IGT	\$ (4,518,915)	Rate range
Total non-recurring disbursements	\$ (9,538,555)	
Expected one-time items:		
Bond payments	\$ (376,625)	
Capital	\$ (1,500,000)	Q2 - Q4 approved budget
Total expected one-time items	\$ (1,876,625)	
Projected FYE 2025 disbursements	\$ (126,957,933)	Prior year was \$132.3M
Projected 2025 Net Cash	\$ (1,014,095)	
Daily Deficit	\$ (2,771)	
Available Balances at 12/31/24		
ESBC General Checking	6,347,025	
US Bank Checking	951,030	
US Bank RHC	246,308	
US Bank Athena	898,975	
LAIF	5,281,865	
CDs maturing within 3 months	1,000,000	
Cash or cash equivalents	\$ 14,725,203	
CD - not available as cash equivalent	\$ 1,000,000	
Total with investments	\$ 15,725,202.70	
June 2024 cash balances	\$ 18,718,414	
December 2024 cash balances	\$ 14,725,203	
Depletion	\$ (3,993,211)	
Average Depletion per month	\$ (665,535)	Using projected daily deficit
Average Daily Depletion	(22,185)	\$ (2,771)
Days until depleted	663.76	5,314.52
Years until depleted	1.8	14.56
Estimated Ending Cash Balances	\$ 14,218,155	
Days cash on hand	43	



DATE: January 2025
TO: Board of Directors, Northern Inyo Healthcare District
FROM: Andrea Mossman CFO
RE: JORIE

The Goal of AI Adoption: Efficiency, Not Replacement

I want to be clear: this adoption of AI technology is designed to *add efficiencies* to our workflow, not to replace any of our valuable team members. As the saying goes, we're here to "work smarter, not harder." By automating some of the daily tasks, Jorie AI will allow you to focus on the more complex aspects of your work—such as problem-solving and providing exceptional service to our patients. The AI can certainly assist, but no AI solution is flawless. It will always require human oversight to ensure its accuracy.

Here are a couple of examples where AI is helping humans work more efficiently:

- **ChatGPT:** A powerful tool that can rewrite documents and emails, making them more concise and professional. While it makes the process easier, it still requires human input to create the content.
- **Zoom AI Summary:** This tool summarizes meetings and creates actionable to-do lists from virtual meetings. It cuts down on the time spent taking notes, so you can focus on engaging in discussions. While I still review and edit the summaries, it has saved me a significant amount of time and ensures nothing gets missed.

Why Jorie AI?

You might be wondering, "Why are we adding Jorie AI to the mix?" Our revenue cycle has certainly improved over the past two years, but we're still not where we need to be compared to industry standards. We're facing slower billing times, weak cash collections, and higher insurance denials compared to our peers. Insurance companies are leveraging AI to make decisions on denials, which makes it more difficult for us to contest these claims effectively. Our external billing team was also struggling to meet productivity and performance standards, which impacts the long-term sustainability of our district.

Jorie AI will automate many back-office billing processes, starting with Medicare and commercial payers. As a result, we've notified OS Healthcare that their contract will end on 2/1/25. Jorie will be focused on handling these areas first, and we'll reassess other external billing relationships as needed.

Impact on Your Work

I know many of you have questions about how this change will affect your day-to-day responsibilities. The truth is, we don't have all the answers yet. While we've seen demonstrations of Jorie AI, it's not fully integrated into our revenue cycle system yet. We're still in the discovery phase, working on the standard operating procedures (SOPs) for the project. So, until the system is live in production, we can't say with certainty how it will work in practice.

What I can say is that this AI isn't intended to replace anyone on the team. We're looking for ways to support you in improving efficiency and achieving a more manageable workload. Many of you have been juggling increasing responsibilities due to staffing challenges and growing volumes, and we hope that the addition of AI will alleviate some of that pressure. But rest assured, AI won't handle everything perfectly. It will still need human oversight for all areas of the revenue cycle.

The Path Forward

When will this project be completed? Our first priority is implementing AI in the Medicare and commercial billing processes by 2/1/25, as our current external billing provider's contract ends. But this is just the beginning. We expect this project to extend throughout much of 2025 as we evaluate what Jorie AI is capable of and what areas could benefit from further automation. We will continue to monitor and assess its performance, always focusing on ensuring it adds value to our team and our organization.

Looking Ahead: What Other Changes Are Coming?

Our leadership team is always working to stay ahead of the latest trends in healthcare, and while we're not currently reviewing other AI technologies, we're committed to being proactive and forward-thinking. As a district, we'll also be focusing on collecting upfront cash for elective services, which is the industry standard. We're striving to improve our financial sustainability, ensuring we can continue to serve our patients for years to come.