



**BOARD OF DIRECTORS  
FINANCE COMMITTEE MEETING AGENDA  
TUESDAY, MAY 04, 2021**

**1:00 PM – CLOSED SESSION - ADMINISTRATION CONFERENCE ROOM**

**1:45 PM – OPEN SESSION- ADMINISTRATION CONFERENCE ROOM**

**41870 GARSTIN DRIVE, BIG BEAR LAKE, CA 92315**

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Copies of staff reports or other written documentation relating to each item of business referred to on this agenda are on file in the Chief Executive Officer's Office and are available for public inspection or purchase at 10 cents per page with advance written notice. In compliance with the Americans with Disabilities Act and Government Code Section 54954.2, if you need special assistance to participate in a District meeting or other services offered by the District, please contact Administration (909) 878-8214. Notification at least 48 hours prior to the meeting or time when services are needed will assist the District staff in assuring that reasonable arrangements can be made to provide accessibility to the meeting or service. **DOCUMENTS RELATED TO OPEN SESSION AGENDAS (SB 343)** Any public record, relating to an open session agenda item, that is distributed within 72 hours prior to the meeting is available for public inspection at the public counter located in the Administration Office, located at 41870 Garstin Drive, Big Bear Lake, CA 92315. For questions regarding any agenda item, contact Administration at (909) 878-8214.

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**OPEN SESSION**

1. **CALL TO ORDER** **Perri Melnick, Treasurer**
2. **ROLL CALL** **Shelly Egerer, Executive Assistant**
3. **ADOPTION OF AGENDA\***
4. **PUBLIC FORUM FOR CLOSED SESSION**  
Opportunity for members of the public to address the Committee on Closed Session items.  
*(Government Code Section 54954.3, there will be a three (3) minute limit per speaker. Any report or data required at this time must be requested in writing, signed and turned in to Administration. Please state your name and city of residence.)*
5. **ADJOURN TO CLOSED SESSION\***

**CLOSED SESSION**

1. **REAL PROPERTY NEGOTIATIONS: \*Government Code Section 54956.8/TRADE SECRETS: \*Pursuant to Health and Safety Code Section 32106 and Civil Code Section 34266.1**
  - A. Property Acquisition/Lease/Tentative Improvement  
(Anticipated Disclosure 5/04/21)

**OPEN SESSION**

1. **CALL TO ORDER** **Perri Melnick, Treasurer**
2. **RESULTS OF CLOSED SESSION\*** **Perri Melnick, Treasurer**
3. **PUBLIC FORUM FOR OPEN SESSION**  
Opportunity for members of the public to address the Committee on Open Session items.  
*(Government Code Section 54954.3, there will be a three (3) minute limit per speaker. Any report or data required at this time must be requested in writing, signed and turned in to Administration. Please state your name and city of residence.)*

**4. DIRECTORS COMMENTS**

**5. APPROVAL OF MINUTES\***

A. April 06, 2022

**6. OLD BUSINESS\***

- None

**7. NEW BUSINESS\***

A. Discussion/Update on FY 2022 Budget Preparation

**8. PRESENTATION AND REVIEW OF FINANCIAL STATEMENTS\***

A. March 2021

B. CFO Report

**9. ADJOURNMENT\***

**\* Denotes Actions Items**

**BEAR VALLEY COMMUNITY HEALTHCARE DISTRICT  
BOARD OF DIRECTORS  
FINANCE COMMITTEE MEETING MINUTES  
41870 GARSTIN DR., BIG BEAR LAKE, CA 92315  
VIA PHONE CONFERENCE/TEAMS  
APRIL 06, 2021**

**MEMBERS** Perri Melnick, Treasurer Garth Hamblin, CFO  
**PRESENT:** Steven Baker, 2nd Vice President Shelly Egerer, Exec. Asst.  
John Friel, CEO

**STAFF:** Kerri Jex Lora Townsend

**OTHER:** Woody White, QHR via phone

**COMMUNITY  
MEMBERS:** None

**ABSENT:** None

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**OPEN SESSION**

**1. CALL TO ORDER:**

Board Member Melnick called the meeting to order at 1:00 p.m.

**2. ROLL CALL:**

Perri Melnick and Steven Baker were present. Also present were John Friel, CEO, Garth Hamblin, CFO and Shelly Egerer, Executive Assistant.

**3. ADOPTION OF AGENDA:**

**Board Member Melnick motioned to adopt the April 06, 2021 Finance Committee Meeting Agenda as presented. Second by Board Member Baker to adopt the April 06, 2021 Finance Committee Meeting Agenda as presented. Board Member Melnick called for a vote. A vote in favor of the motion was unanimously approved.**

- Board Member Melnick - yes
- Board Member Baker- yes

**CLOSED SESSION**

**1. PUBLIC FORUM FOR CLOSED SESSION:**

Board Member Melnick opened the Hearing Section for Public Comment on Closed Session items at 1:00 p.m. Hearing no request to address the Finance Committee, Board Member Melnick closed the Hearing Section at 1:00 p.m.

**2. ADJOURN TO CLOSED SESSION:**

**Board Member Melnick motioned to adjourn to Closed Session at 1:00 p.m. Second by Board Member Baker to adjourn to Closed Session at 1:00 p.m. Board Member Melnick called for a vote. A vote in favor of the motion was unanimously approved.**

- Board Member Melnick - yes
- Board Member Baker- yes

## **OPEN SESSION**

### **1. CALL TO ORDER:**

Board Member Melnick called the meeting to order at 2:00 p.m.

### **2. RESULTS OF CLOSED SESSION:**

Board Member Melnick stated there was no reportable action from Closed Session.

### **3. PUBLIC FORUM FOR OPEN SESSION:**

Board Member Melnick opened the Hearing Section for Public Comment on Open Session items at 2:00 p.m. Hearing no request to address the Finance Committee, Board Member Melnick closed the Hearing Section at 2:00 p.m.

### **4. DIRECTOR'S COMMENTS:**

- None

### **5. APPROVAL OF MINUTES:**

#### **A. March 02, 2021**

**Board Member Melnick motioned to approve March 02, 2021 minutes as presented. Second by Board Member Baker to approve the March 02, 2021 minutes as presented. Board Member Melnick called for a vote. A vote in favor of the motion was unanimously approved.**

- Board Member Melnick - yes
- Board Member Baker- yes

### **6. OLD BUSINESS:**

- None

### **7. NEW BUSINESS\***

- None

### **8. PRESENTATION AND REVIEW OF FINANCIAL STATEMENTS\***

#### **A. February 2021 Finances:**

- Mr. Hamblin reported the following information:
  - Total expenses 12.8% % more than budget
  - Patient revenue was 3.4% lower than budget for the month
  - Applied for Paycheck Protection Loan, no word as of yet
  - Total revenue is at budget
  - COVID pay stopped 3/28
  - Will try to have the hospital back to normal in June
  - New detox program is going well and seeing patients
  - Wound care program is in the beginning phases

#### **B. CFO Report:**

- Mr. Hamblin reported the following:
  - **Blue Shield/ State of California Vaccination Third Party Administrator:**
    - State contracted with Blue Shield as third-party administrator
    - Signed the agreement and continuing to work with the county

- **AHA Fact Sheet:**
  - Other organizations are facing challenges
  - We are doing well considering the pandemic
- **FY 2022 Budget Preparation:**
  - Continuing to work on the 2022 budgets
  - Meetings are scheduled with department managers to review their budgets
- **COVID 19 Expenses / Funding:**
  - Continuing to monitor expenses
  - Applied for forgiveness loan for PPP
- **Grants:**
  - Applying for a large grant for mental health
  - PRIME grant may stay in place, but requirements are changing
  - We are well connected with many agencies that inform us of grants available

**Board Member Baker motioned to approve the February 2021 Finance Report and CFO Report as presented. Second by Board Member Melnick to approve the February 2021 Finance Report and CFO Report as presented. Board Member Melnick called for a vote. A vote in favor of the motion was unanimously approved.**

- Board Member Melnick - yes
- Board Member Baker- yes

## **9. ADJOURNMENT\***

**Board Member Melnick motioned to adjourn the meeting at 2:23 p.m. Second by Board Member Baker to adjourn the meeting. Board Member Melnick called for a vote. A vote in favor of the motion was unanimously approved.**

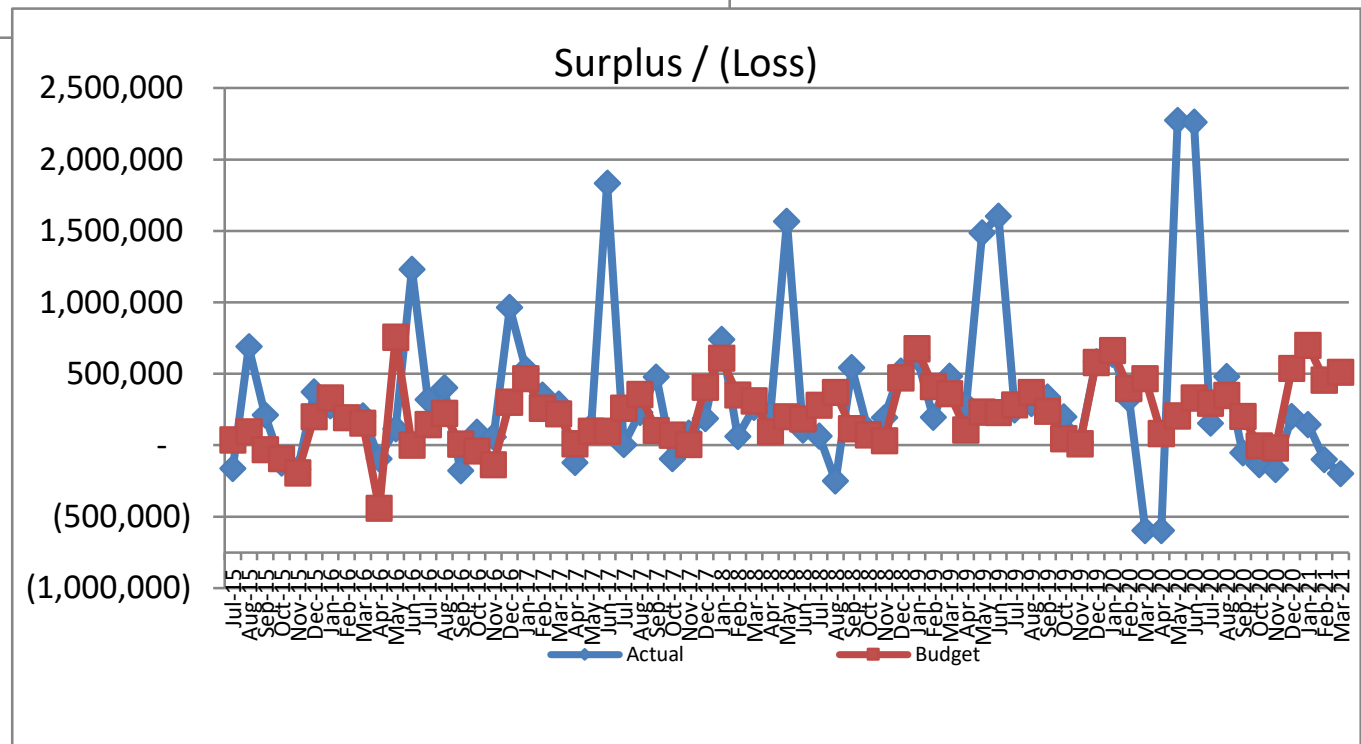
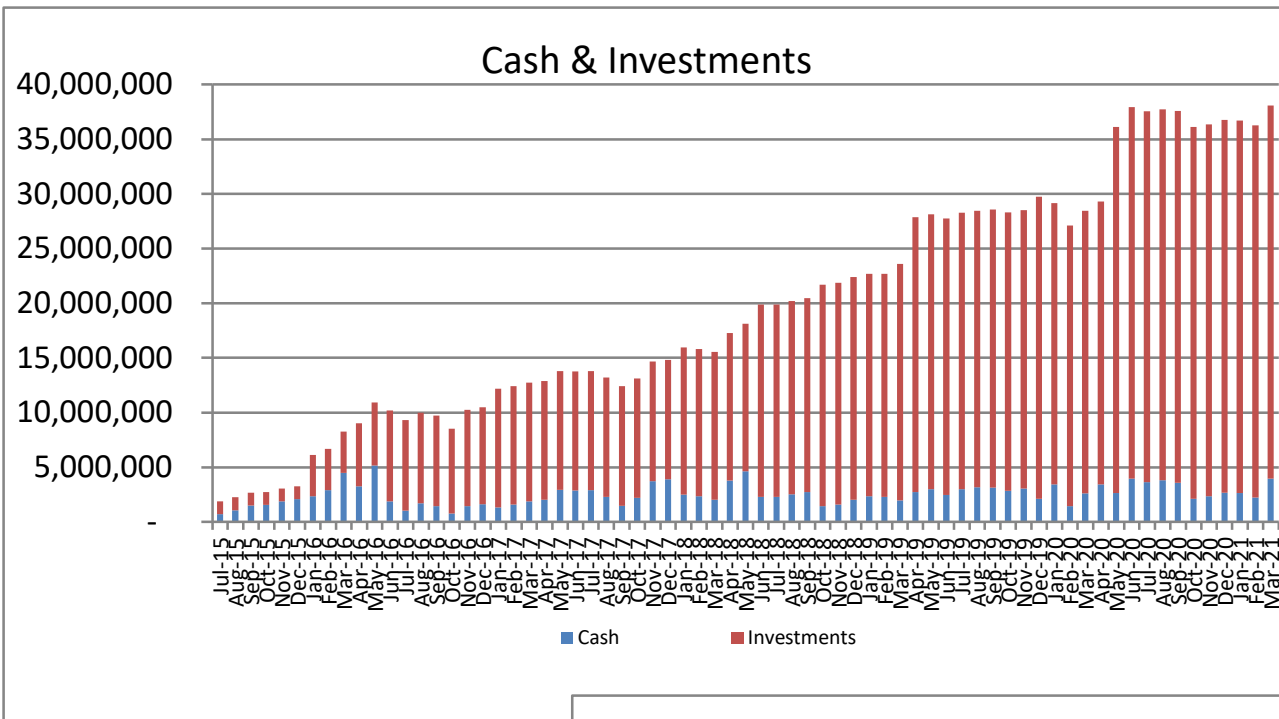
- Board Member Melnick - yes
- Board Member Baker- yes



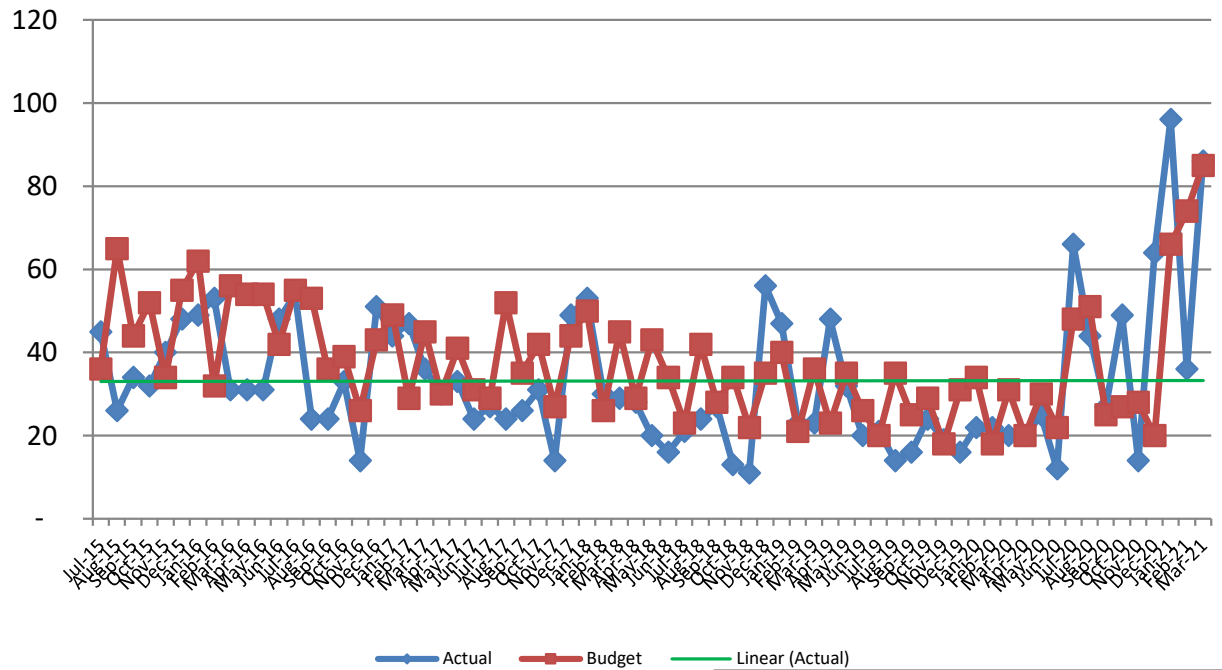
Finance Report  
March 2021 Results

## Summary for March 2021

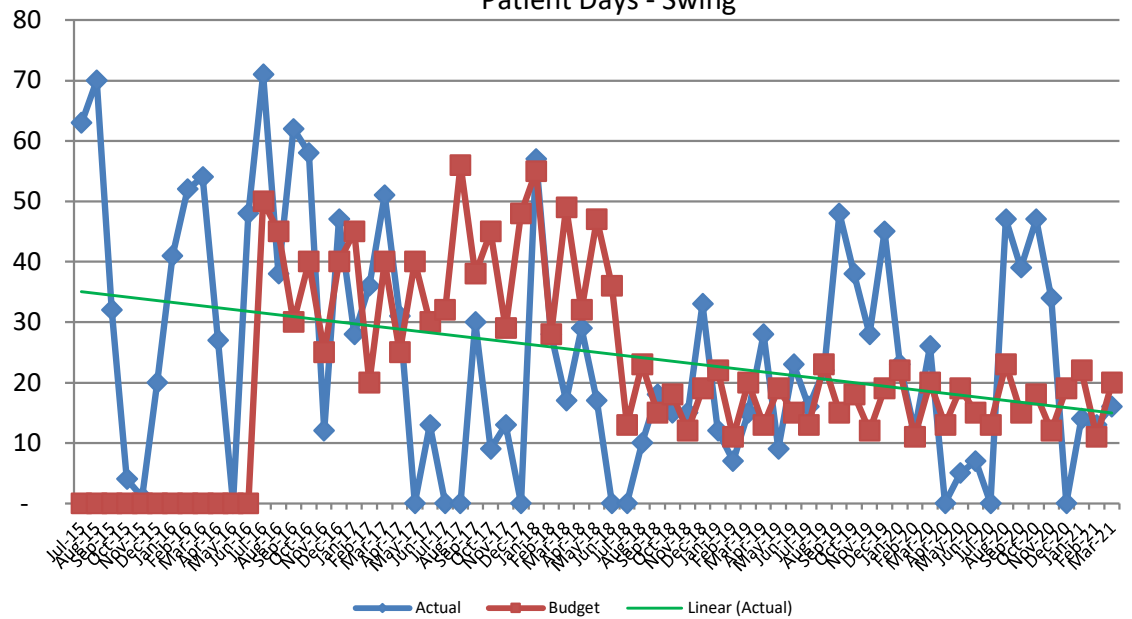
- Cash on hand \$ 3,975,199  
Investments \$34,105,746
- Days Cash on hand, including investments with LAIF – 510
- Loss of \$199,355 was \$710,072 lower than budget
- Total Patient Revenue was 2.9% lower than Budget for the month
- Net Patient Revenue was 13.1% lower than budget
- Total Expenses were 15.4% more than budget



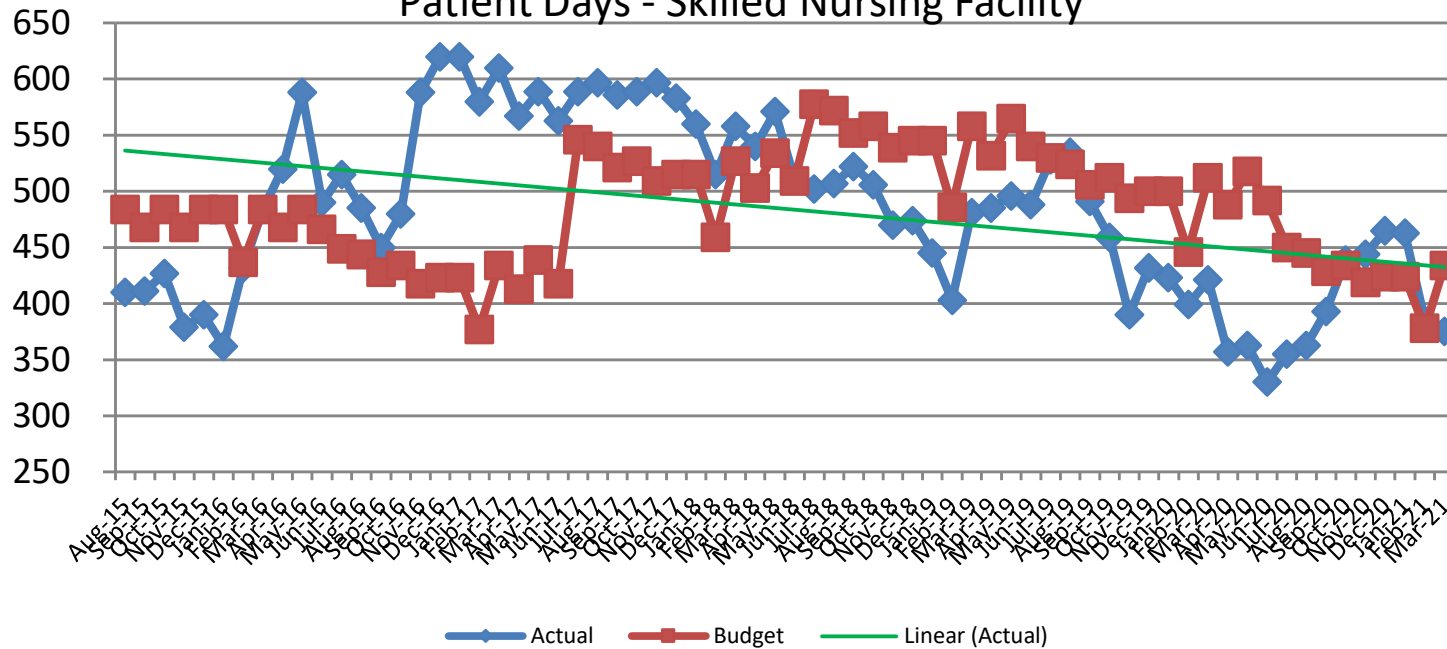
Patient Days - Acute



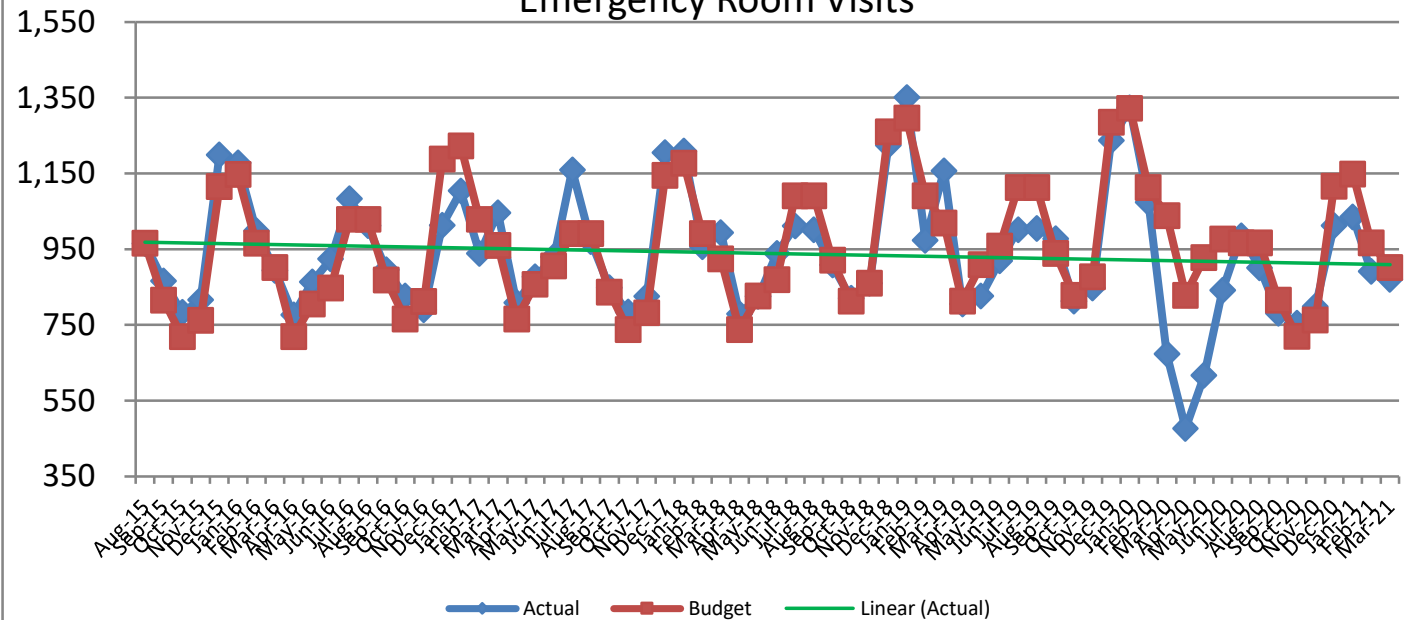
Patient Days - Swing

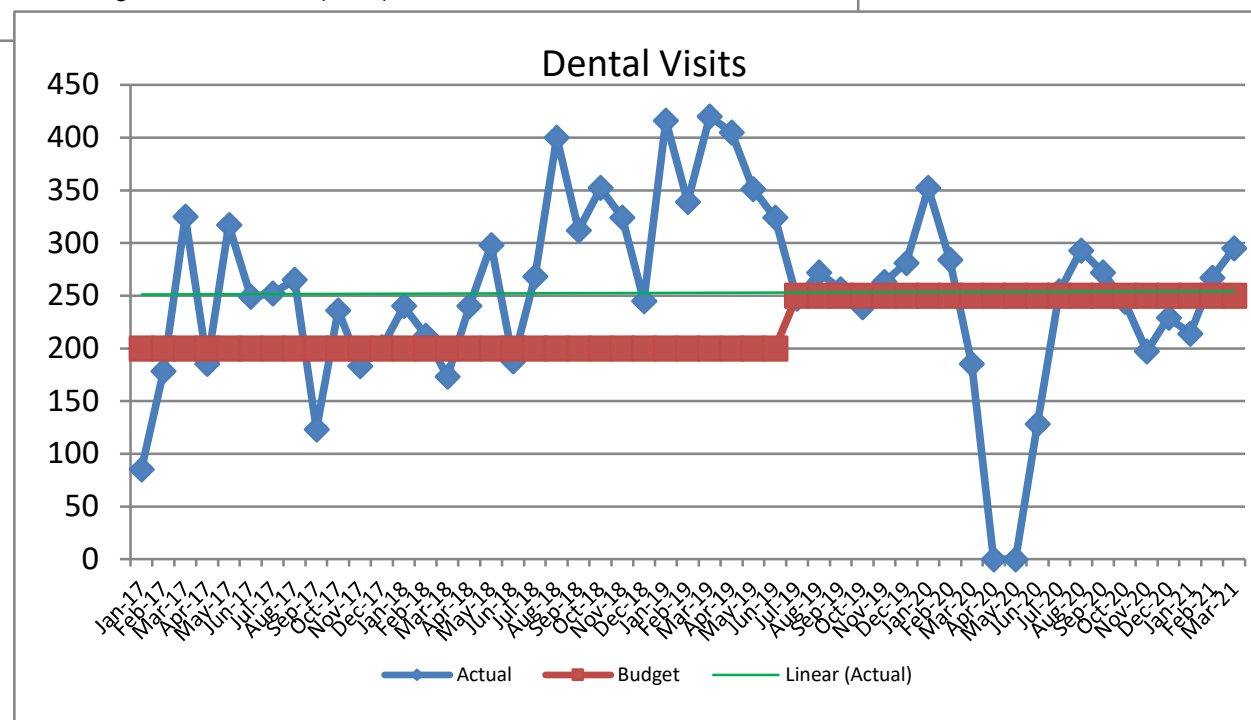
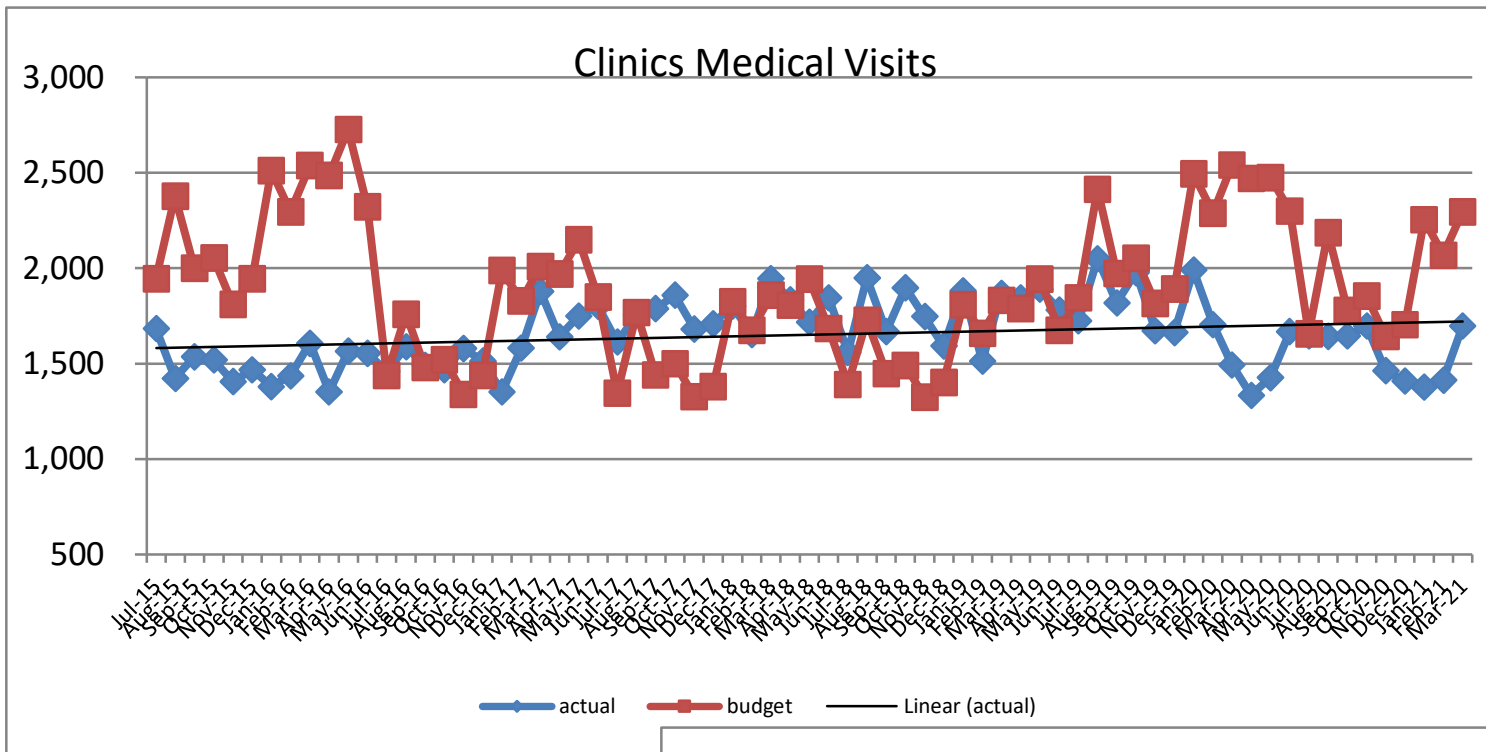


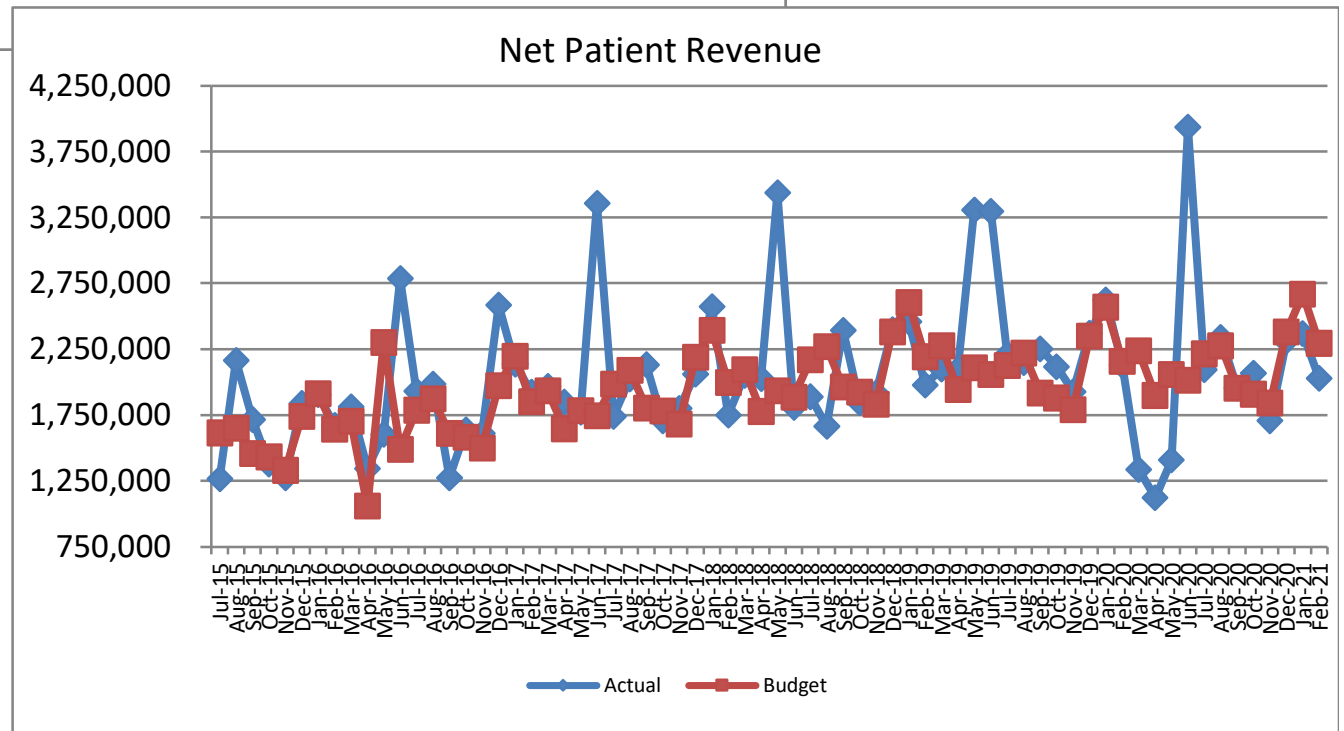
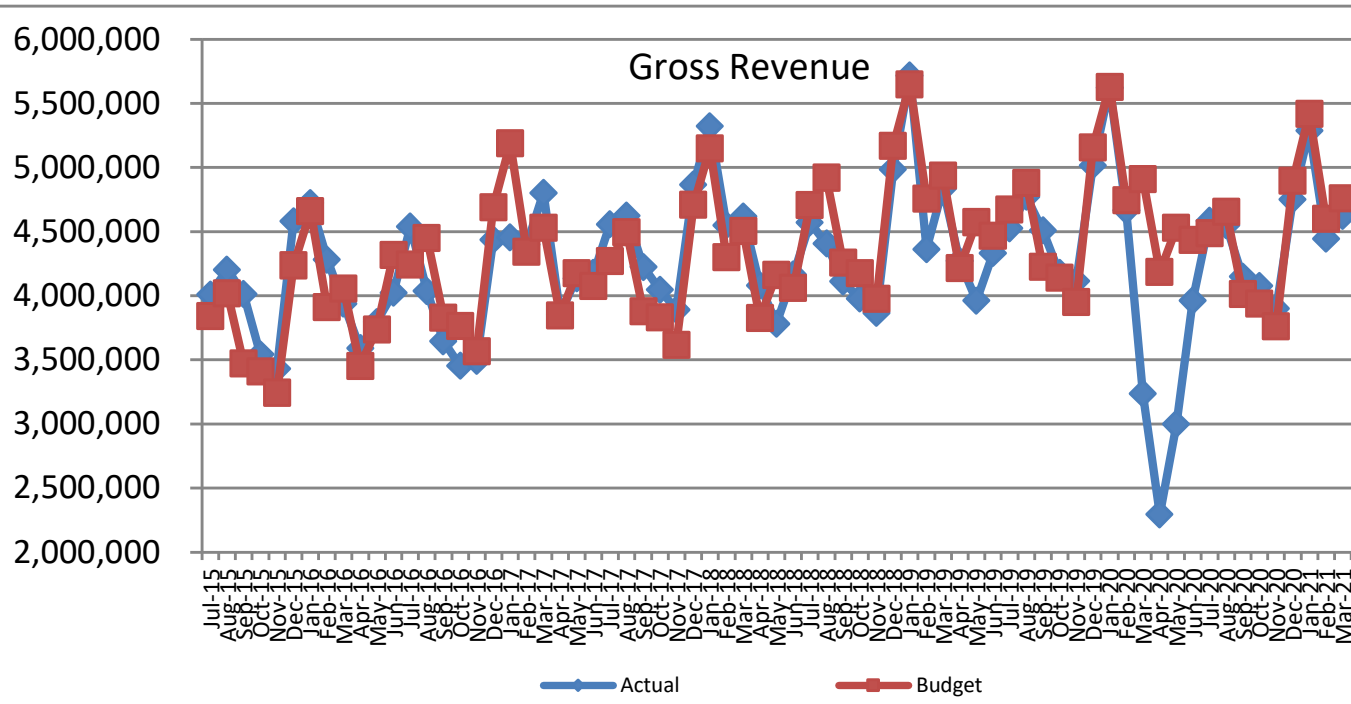
### Patient Days - Skilled Nursing Facility

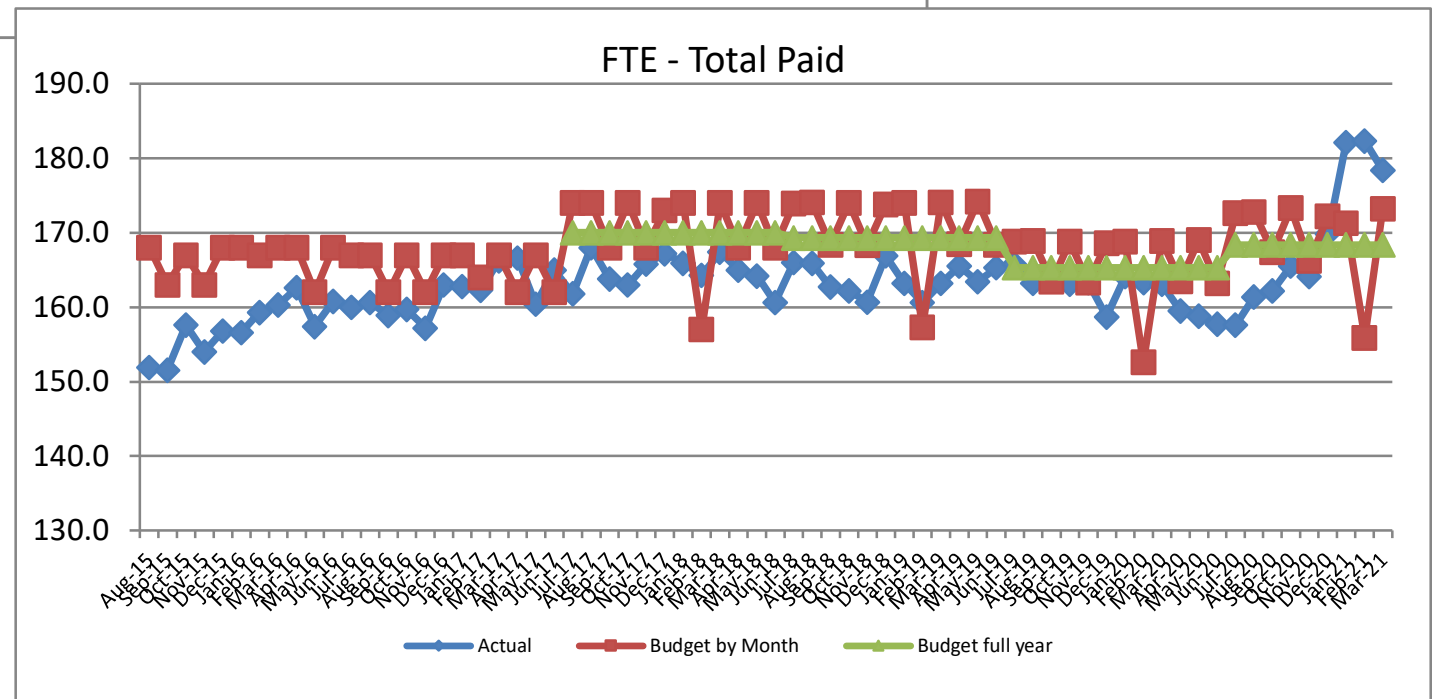
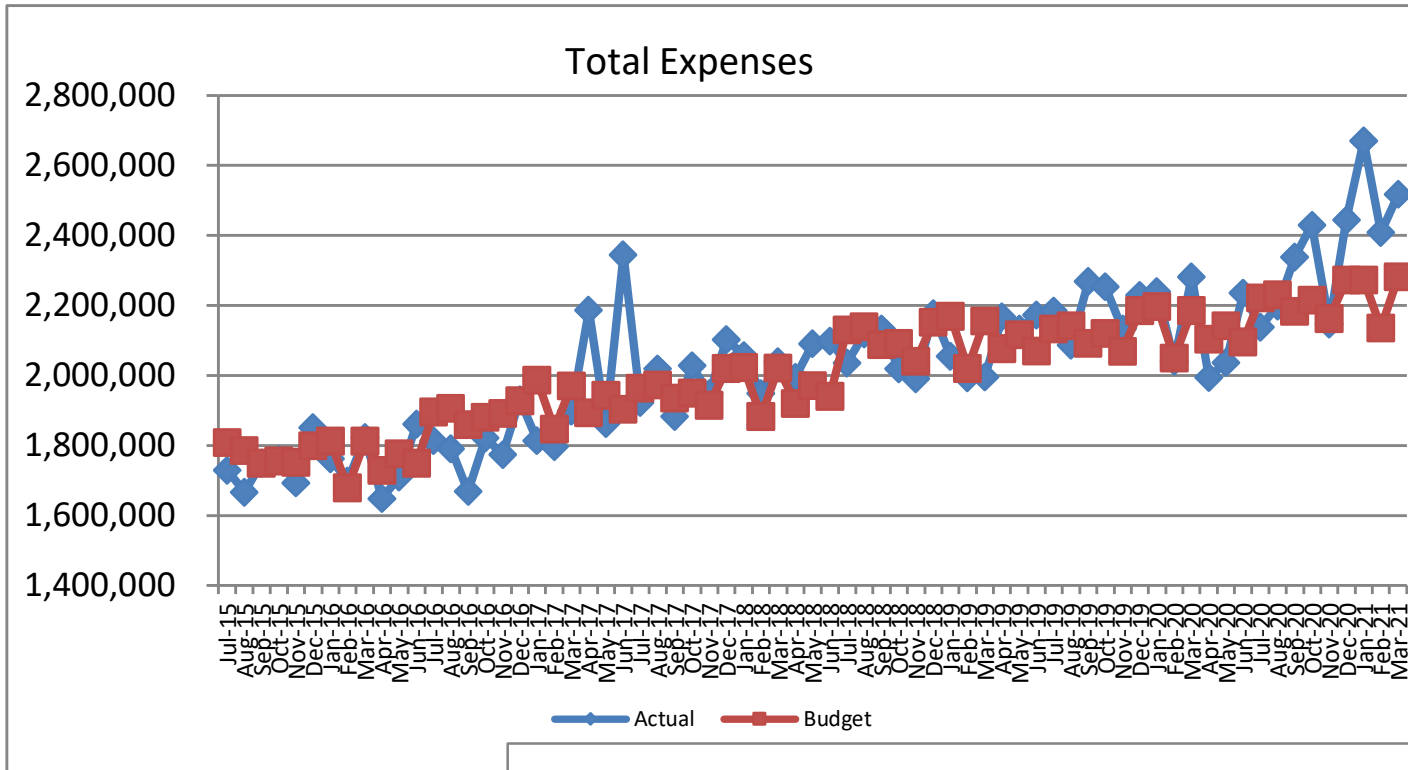


### Emergency Room Visits

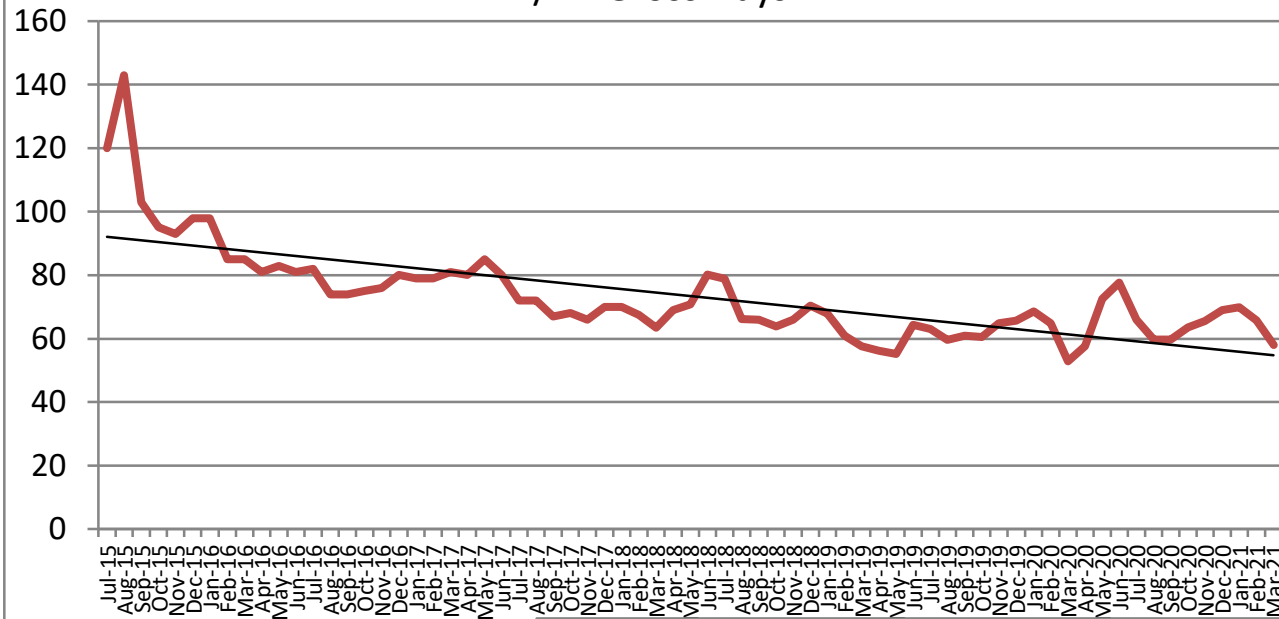




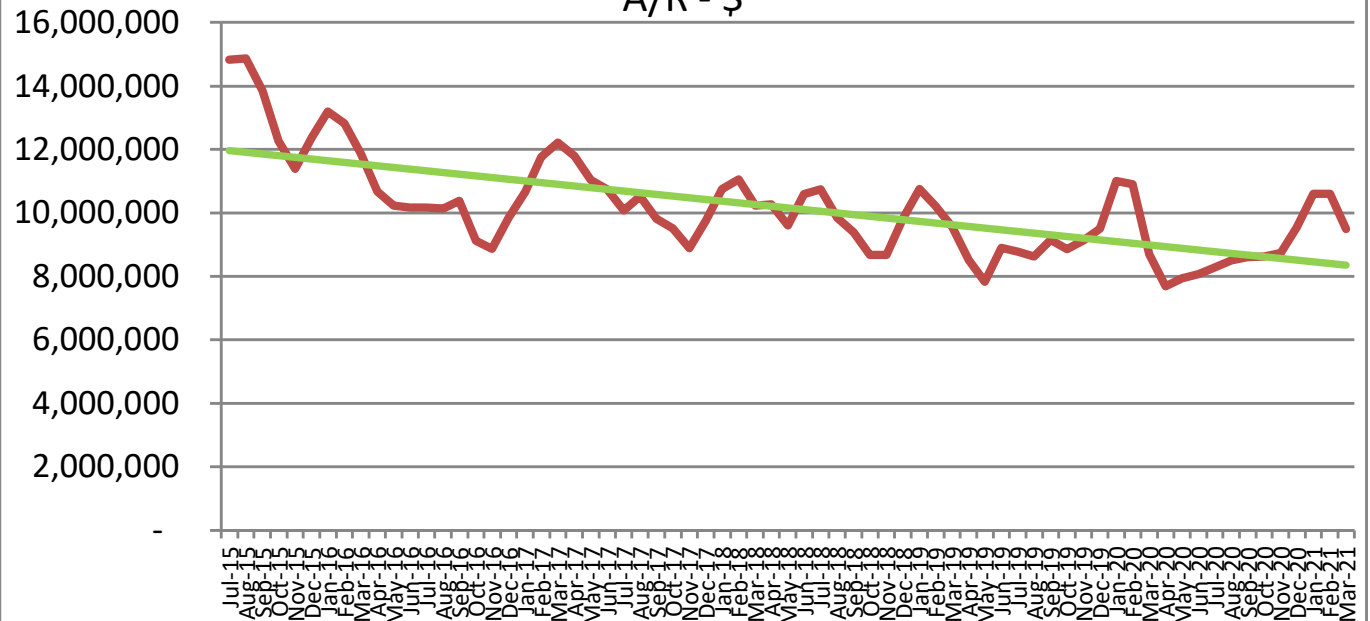




### A/R - Gross Days



### A/R - \$





## **March 2021 Financial Results**

### **For the month . . .**

Total Patient Revenue for February 2021 was \$4,624,271. This was 2.9% or \$137,676 less than budget. Inpatient revenue was significantly – 44.4% - more than budget for the month. Outpatient revenue was slightly – 0.8% - lower than budget. Skilled Nursing Facility revenue was 12.7% lower than budget. ER revenue was 4.2% less than budget. Clinic revenue was 17.5% under budget.

Total Revenue deductions of \$2,571,886 were 7.1% more than budget.

Total Operating Revenue of \$2,081,109 was 15.4% under our budgeted amount.

Total Expenses of \$2,518,255 were 10.3% more than budget. Salaries and Benefits were 23.8% more than budget as we continued higher staffing related to COVID 19. Supplies were 4.9% over budget.

Our Operating Cash and Investments total \$38,080,945 as of the end of month. Total days cash on hand as of the end of March 2021 were 510. Cash collections - \$2,419,887- were strong for the month.

### **Key Statistics**

Acute patient days of 86 were right at – within 1% - of our budgeted number. Swing patient days for the month of 20 were 80% of the budget. Skilled Nursing Facility days of 375 were 14% under budget – our Average Daily Census was 12.1. ER Visits of 870 were 3.4% lower than budget. Clinics Medical visits continue under budget. Dental visits were over budget for the month.

FTE (Full Time Equivalents) for the month were 178.4. We have continued higher staffing for COVID 19.

### **Year-to-Date (through 7 months of our Fiscal year)**

Total patient revenue is 0.4 lower than budget

Total Operating Revenue is 6.6% lower than budget

Total Expenses are 6.6% more than budget

Our Surplus of \$324,378 is \$2,695,468 under budget

**Bear Valley Community Healthcare District**  
**Financial Statements March 31, 2021**

**Financial Highlights—Hospital**  
**STATEMENT OF OPERATIONS**

	A	B	C	D	E	F	G	H	I	J
	Current Month					Year-to-Date				
	FY 19/20	FY 20/21		VARIANCE		FY 19/20	FY 20/21		VARIANCE	
	Actual	Actual	Budget	Amount	%	Actual	Actual	Budget	Amount	%
1 Total patient revenue	3,235,882	4,624,271	4,761,947	(137,676)	-2.9%	40,649,411	40,381,617	40,544,208	(162,591)	-0.4%
2 Total revenue deductions	1,897,980	2,571,886	2,400,675	171,211	7.1%	21,534,144	21,459,547	20,646,923	812,624	3.9%
3 % Deductions	59%	56%	50%			53%	53%	51%		
4 Net Patient Revenue	1,337,902	2,052,385	2,361,272	(308,887)	-13.1%	19,115,267	18,922,070	19,897,285	(975,215)	-4.9%
5 % Net to Gross	41%	44%	50%			47%	47%	49%		
6 Other Revenue	22,026	28,724	99,183	(70,459)	-71.0%	291,526	493,751	891,403	(397,652)	-44.6%
7 Total Operating Revenue	1,359,928	2,081,109	2,460,455	(379,346)	-15.4%	19,406,793	19,415,821	20,788,688	(1,372,867)	-6.6%
8 Total Expenses	2,283,048	2,518,255	2,282,276	235,979	10.3%	19,676,290	21,299,280	19,981,675	1,317,605	6.6%
9 % Expenses	71%	54%	48%			48%	53%	49%		
10 Surplus (Loss) from Operations	(923,120)	(437,146)	178,179	(615,325)	345.3%	(269,496)	(1,883,459)	807,013	(2,690,472)	333.4%
11 % Operating margin	-29%	-9%	4%			-1%	-5%	2%		
12 Total Non-operating	326,573	237,790	332,538	(94,748)	-28.5%	2,356,663	2,207,846	2,212,842	(4,996)	-0.2%
13 Surplus/(Loss)	(596,547)	(199,355)	510,717	(710,072)	139.0%	2,087,167	324,387	3,019,855	(2,695,468)	89.3%
14 % Total margin	-18%	-4%	11%			5%	1%	7%		

**BALANCE SHEET**

	A	B	C	D	E
	March	March	February		
	FY 19/20	FY 20/21	FY 20/21	VARIANCE	
				Amount	%
15 Gross Accounts Receivables	8,692,527	9,490,339	10,613,399	(1,123,060)	-10.6%
16 Net Accounts Receivables	2,539,588	3,003,416	3,587,506	(584,090)	-16.3%
17 % Net AR to Gross AR	29%	32%	34%		
18 Days Gross AR	52.9	58.1	65.8	(7.7)	-11.7%
19 Cash Collections	2,130,825	2,419,887	1,847,048	572,839	31.0%
20 Settlements/IGT Transactions	1,234,437	1,720,513	25,533	1,694,980	6638.4%
Stimulus Receipts	-	-	19,118	(19,118)	-100.0%
21 Investments	25,834,716	34,105,746	34,068,527	37,219	0.1%
22 Cash on hand	2,617,450	3,975,199	2,222,422	1,752,777	78.9%
23 Total Cash & Invest	28,452,166	38,080,945	36,290,949	1,789,996	4.9%
24 Days Cash & Invest	414	510	489	21	4.3%
Total Cash and Investments	28,452,166	38,080,945			
Increase Current Year vs. Prior Year		9,628,779			

**Bear Valley Community Healthcare District**  
**Financial Statements March 31, 2021**

**Statement of Operations**

	A	B	C	D	E	F	G	H	I	J
	Current Month					Year-to-Date				
	FY 19/20	FY 20/21		VARIANCE		FY 19/20	FY 20/21		VARIANCE	
	Actual	Actual	Budget	Amount	%	Actual	Actual	Budget	Amount	%
<b>Gross Patient Revenue</b>										
1 Inpatient	106,445	296,734	205,549	91,185	44.4%	1,093,882	1,994,559	1,249,672	744,887	59.6%
2 Outpatient	610,643	912,932	919,885	(6,953)	-0.8%	7,459,261	7,560,544	7,602,696	(42,152)	-0.6%
3 Clinic Revenue	296,057	334,126	405,047	(70,921)	-17.5%	3,297,024	2,795,127	3,225,741	(430,614)	-13.3%
4 Emergency Room	2,035,703	2,912,572	3,039,123	(126,551)	-4.2%	26,987,840	26,390,762	26,766,034	(375,272)	-1.4%
5 Skilled Nursing Facility	187,035	167,907	192,343	(24,436)	-12.7%	1,811,404	1,640,624	1,700,065	(59,441)	-3.5%
6 <b>Total patient revenue</b>	<b>3,235,882</b>	<b>4,624,271</b>	<b>4,761,947</b>	<b>(137,676)</b>	<b>-2.9%</b>	<b>40,649,411</b>	<b>40,381,617</b>	<b>40,544,208</b>	<b>(162,591)</b>	<b>-0.4%</b>
<b>Revenue Deductions</b>										
7 Contractual Allow	1,599,050	2,216,245	2,120,353	95,892	4.5%	20,088,988	19,473,842	18,237,500	1,236,342	6.8%
8 Contractual Allow PY	(175,000)	(188,836)	-	(188,836)	#DIV/0!	(1,549,101)	(1,545,781)	-	(1,545,781)	#DIV/0!
9 Charity Care	10,245	36,620	14,761	21,859	148.1%	126,764	173,375	126,873	46,502	36.7%
10 Administrative	11,612	13,140	6,906	6,234	90.3%	59,310	45,239	59,361	(14,122)	-23.8%
11 Policy Discount	24,520	18,301	17,216	1,085	6.3%	147,849	139,238	147,975	(8,737)	-5.9%
12 Employee Discount	4,981	13,458	4,771	8,687	182.1%	40,970	84,083	41,006	43,077	105.1%
13 Bad Debts	326,834	360,402	236,668	123,734	52.3%	1,908,287	2,290,168	2,034,208	255,960	12.6%
14 Denials	58,918	102,557	-	102,557	#DIV/0!	711,077	799,382	-	799,382	#DIV/0!
15 <b>Total revenue deductions</b>	<b>1,897,980</b>	<b>2,571,886</b>	<b>2,400,675</b>	<b>171,211</b>	<b>7.1%</b>	<b>21,534,144</b>	<b>21,459,547</b>	<b>20,646,923</b>	<b>812,624</b>	<b>3.9%</b>
<b>Net Patient Revenue</b>	<b>1,337,902</b>	<b>2,052,385</b>	<b>2,361,272</b>	<b>(308,887)</b>	<b>-13.1%</b>	<b>19,115,267</b>	<b>18,922,070</b>	<b>19,897,285</b>	<b>(975,215)</b>	<b>-4.9%</b>
gross revenue including Prior Year Contractual Allowances as a percent to gross revenue WO PY and Other CA	40.2%	40.2%		40.2%		40.2%	447.4%	447.4%	0.0%	
	39.2%	39.2%		39.2%		39.2%	437.2%	437.2%	0.0%	
17 <b>Other Revenue</b>	22,026	28,724	99,183	(70,459)	-71.0%	291,526	493,751	891,403	(397,652)	-44.6%
18 <b>Total Operating Revenue</b>	<b>1,359,928</b>	<b>2,081,109</b>	<b>2,460,455</b>	<b>(379,346)</b>	<b>-15.4%</b>	<b>19,406,793</b>	<b>19,415,821</b>	<b>20,788,688</b>	<b>(1,372,867)</b>	<b>-6.6%</b>
<b>Expenses</b>										
19 Salaries	920,558	1,122,861	900,085	222,776	24.8%	8,256,475	9,222,727	7,921,516	1,301,211	16.4%
20 Employee Benefits	296,956	316,634	334,890	(18,256)	-5.5%	2,764,078	2,928,121	2,848,657	79,464	2.8%
21 Registry	3,150	89,742	-	89,742	#DIV/0!	8,250	270,605	-	270,605	#DIV/0!
22 Salaries and Benefits	<b>1,220,664</b>	<b>1,529,237</b>	<b>1,234,975</b>	<b>294,262</b>	<b>23.8%</b>	<b>11,028,803</b>	<b>12,421,454</b>	<b>10,770,173</b>	<b>1,651,281</b>	<b>15.3%</b>
23 Professional fees	162,559	169,184	190,321	(21,137)	-11.1%	1,573,059	1,478,659	1,682,789	(204,130)	-12.1%
24 Supplies	162,518	181,273	172,802	8,471	4.9%	1,389,783	1,736,518	1,464,232	272,286	18.6%
25 Utilities	37,170	41,650	47,194	(5,544)	-11.7%	373,842	325,445	426,618	(101,173)	-23.7%
26 Repairs and Maintenance	109,393	34,920	50,283	(15,363)	-30.6%	566,777	423,285	450,901	(27,616)	-6.1%
27 Purchased Services	361,842	358,181	370,493	(12,312)	-3.3%	2,919,527	3,084,228	3,259,754	(175,526)	-5.4%
28 Insurance	31,990	37,712	37,371	341	0.9%	285,136	337,219	336,339	880	0.3%
29 Depreciation	88,025	91,295	80,156	11,139	13.9%	754,668	821,655	721,404	100,251	13.9%
30 Rental and Leases	20,871	19,804	28,795	(8,991)	-31.2%	116,631	164,478	248,247	(83,769)	-33.7%
32 Dues and Subscriptions	6,111	6,511	6,318	193	3.0%	54,015	58,210	56,862	1,348	2.4%
33 Other Expense	81,907	48,488	63,568	(15,080)	-23.7%	614,048	448,130	564,356	(116,226)	-20.6%
34 <b>Total Expenses</b>	<b>2,283,048</b>	<b>2,518,255</b>	<b>2,282,276</b>	<b>235,979</b>	<b>10.3%</b>	<b>19,676,290</b>	<b>21,299,280</b>	<b>19,981,675</b>	<b>1,317,605</b>	<b>6.6%</b>
35 <b>Surplus (Loss) from Operations</b>	<b>(923,120)</b>	<b>(437,146)</b>	<b>178,179</b>	<b>(615,325)</b>	<b>345.3%</b>	<b>(269,496)</b>	<b>(1,883,459)</b>	<b>807,013</b>	<b>(2,690,472)</b>	<b>333.4%</b>
<b>Non-Operating Income</b>										
36 Tax Revenue	201,917	204,167	204,167	-	0.0%	1,817,253	1,837,503	1,837,503	-	0.0%
38 Other non-operating	-	(2,262)	5,750	(8,012)	-139.3%	167,783	260,230	51,750	208,480	402.9%
Interest Income	132,070	43,279	130,100	(86,821)	-66.7%	439,406	177,506	390,900	(213,394)	-54.6%
Interest Expense	(7,415)	(7,394)	(7,479)	85	-1.1%	(67,779)	(67,393)	(67,311)	(82)	0.1%
IGT Expense	-	-	-	-	#DIV/0!	-	-	-	-	#DIV/0!
39 <b>Total Non-operating</b>	<b>326,573</b>	<b>237,790</b>	<b>332,538</b>	<b>(94,748)</b>	<b>-28.5%</b>	<b>2,356,663</b>	<b>2,207,846</b>	<b>2,212,842</b>	<b>(4,996)</b>	<b>-0.2%</b>
40 <b>Surplus/(Loss)</b>	<b>(596,547)</b>	<b>(199,355)</b>	<b>510,717</b>	<b>(710,072)</b>	<b>139.0%</b>	<b>2,087,167</b>	<b>324,387</b>	<b>3,049,855</b>	<b>(2,685,468)</b>	<b>89.3%</b>

**Bear Valley Community Healthcare District  
Financial Statements**

**Current Year Trending Statement of Operations**

**A Statement of Operations—CURRENT YEAR 2021**

	1	2	3	4	5	6	7	8	9	10	11	12	
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	YTD
Gross Patient Revenue													
1	Inpatient	215,249	249,801	164,188	244,798	102,379	186,971	343,818	190,620	296,734			1,994,559
2	Outpatient	759,975	752,158	750,715	801,463	624,126	972,010	1,087,803	899,363	912,932			7,560,544
3	Clinic	329,815	343,539	335,783	317,785	289,299	284,301	267,256	293,223	334,126			2,795,127
4	Emergency Room	3,121,968	3,044,910	2,722,837	2,519,139	2,688,725	3,102,541	3,386,219	2,891,851	2,912,572			26,390,762
5	Skilled Nursing Facility	158,091	161,978	175,237	194,783	198,304	206,578	205,851	171,894	167,907			1,640,624
6	Total patient revenue	4,585,098	4,552,387	4,148,760	4,077,968	3,902,835	4,752,401	5,290,947	4,446,951	4,624,271	-	-	40,381,617
Revenue Deductions													
C/A	0.49	0.48	0.50	0.48	0.46	0.45	0.51	0.47	0.48	#DIV/0!	#DIV/0!	#DIV/0!	0.48
7	Contractual Allow	2,260,273	2,201,802	2,080,903	1,963,358	1,796,607	2,151,875	2,716,791	2,085,989	2,216,245			19,473,842
8	Contractual Allow PY	(100,000)	(396,823)	(150,000)	(236,579)	(150,000)	(150,000)	-	(173,542)	(188,836)			(1,545,781)
9	Charity Care	25,028	30,141	26,357	11,798	12,356	1,748	15,701	13,627	36,620			173,375
10	Administrative	(3,946)	9,457	8,699	(1,853)	1,439	5,530	3,610	9,162	13,140			45,239
11	Policy Discount	17,491	11,862	11,554	16,004	11,637	15,336	20,719	16,334	18,301			139,238
12	Employee Discount	7,661	5,909	6,791	1,305	8,195	5,918	15,294	19,553	13,458			84,083
13	Bad Debts	256,673	240,011	132,574	178,790	389,713	334,477	63,899	333,629	360,402			2,290,168
14	Denials	29,487	109,385	76,018	77,928	125,677	76,754	87,739	113,837	102,557			799,382
	Total revenue deductions	2,492,666	2,211,743	2,192,896	2,010,751	2,195,625	2,441,637	2,923,753	2,418,589	2,571,886	-	-	21,459,547
		0.54	0.49	0.53	0.49	0.56	0.51	0.55	0.54	0.56	#DIV/0!	#DIV/0!	#DIV/0!
16	Net Patient Revenue	2,092,432	2,340,643	1,955,865	2,067,217	1,707,209	2,310,763	2,367,194	2,028,362	2,052,385	-	-	18,922,070
	net / tot pat rev	45.6%	51.4%	47.1%	50.7%	43.7%	48.6%	44.7%	45.6%	44.4%	#DIV/0!	#DIV/0!	#DIV/0!
													46.9%
Other Revenue													
17		5,722	137,886	44,163	27,253	74,691	67,363	26,941	81,009	28,724			493,751
18	Total Operating Revenue	2,098,154	2,478,529	2,000,027	2,094,469	1,781,900	2,378,127	2,394,135	2,109,371	2,081,109	-	-	19,415,821
Expenses													
19	Salaries	925,406	956,216	902,333	1,122,909	975,875	1,020,963	1,184,708	1,011,456	1,122,861			9,222,727
20	Employee Benefits	320,367	271,080	397,159	311,730	283,861	350,869	308,840	367,581	316,634			2,928,121
21	Registry	-	11,553	50,270	31,930	5,425	6,696	40,390	34,600	89,742			270,605
22	Salaries and Benefits	1,245,773	1,238,850	1,349,762	1,466,569	1,265,160	1,378,528	1,533,939	1,413,636	1,529,237	-	-	12,421,454
23	Professional fees	165,124	162,933	161,100	163,056	157,606	178,669	175,476	145,510	169,184			1,478,659
24	Supplies	108,268	154,942	169,080	177,583	128,781	237,684	340,533	238,374	181,273			1,736,518
25	Utilities	33,935	34,590	34,797	33,317	32,071	34,994	39,020	41,070	41,650			325,445
26	Repairs and Maintenance	57,780	48,999	46,434	61,619	44,387	50,897	35,404	42,847	34,920			423,285
27	Purchased Services	332,918	353,033	373,584	337,780	310,335	349,372	348,295	320,730	358,181			3,084,228
28	Insurance	60,863	11,090	37,712	37,843	37,712	37,712	37,712	38,863	37,712			337,219
29	Depreciation	91,295	91,295	91,295	91,295	91,295	91,295	91,295	91,295	91,295			821,655
30	Rental and Leases	19,149	16,590	16,141	17,078	16,455	16,655	24,236	18,371	19,804			164,478
32	Dues and Subscriptions	7,269	6,659	8,205	5,676	3,874	5,231	8,805	5,981	6,511			58,210
33	Other Expense.	16,461	80,579	51,138	38,177	60,309	64,228	36,115	52,636	48,488			448,130
34	Total Expenses	2,138,836	2,199,560	2,339,247	2,429,993	2,147,984	2,445,264	2,670,828	2,409,313	2,518,255	-	-	21,299,280
Surplus (Loss) from Operations													
35		(40,683)	278,969	(339,220)	(335,524)	(366,084)	(67,137)	(276,693)	(299,942)	(437,146)	-	-	(1,883,459)
Non-Operating Income													
37	Tax Revenue	204,167	204,167	204,167	204,167	204,167	204,167	204,167	204,167				1,837,503
38	Other non-operating	(1,680)	4,102	17,020	1,270	20	10,020	231,420	320	(2,262)			260,230
	Interest Income	214	726	73,547	957	1,156	55,390	918	1,319	43,279			177,506
	Interest Expense	(7,381)	(7,340)	(7,302)	(7,296)	(7,645)	(225)	(15,119)	(7,691)	(7,394)			(67,393)
	IGT Expense	-	-	-	-	-							-
39	Total Non-operating	195,320	201,655	287,432	199,098	197,698	269,352	421,386	198,115	237,790	-	-	2,207,846
Surplus/(Loss)													
40		154,638	480,624	(51,788)	(136,426)	(168,386)	202,215	144,693	(101,827)	(199,355)	-	-	324,387

2020-2021 Actual BS

BALANCE SHEET

PY Includes final AJES

	PY									
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	June
ASSETS:										
Current Assets										
Cash and Cash Equivalents (Includes CD's)	3,615,780	3,808,255	3,576,588	1,705,263	2,351,238	2,691,025	2,658,467	2,222,422	3,975,199	3,981,146
Gross Patient Accounts Receivable	8,283,966	8,504,189	8,619,147	8,834,307	8,737,594	9,553,454	10,600,810	10,612,091	9,489,172	8,079,622
Less: Reserves for Allowances & Bad Debt	5,780,164	5,794,514	5,864,331	6,010,743	5,967,168	6,567,531	7,007,101	7,024,584	6,485,756	5,761,024
Net Patient Accounts Receivable	2,503,802	2,709,676	2,754,817	2,823,564	2,770,426	2,985,923	3,593,708	3,587,506	3,003,416	2,318,898
Tax Revenue Receivable	2,450,000	2,450,000	2,450,000	2,450,000	1,993,217	1,082,860	1,013,280	964,596	915,625	52,606
Other Receivables	-871,228	-858,343	-14,296	309,602	-316,447	79,061	-8,914	-2,722	-1,315	87,734
Inventories	195,677	206,729	222,028	237,616	244,545	265,070	283,177	285,218	283,129	178,033
Prepaid Expenses	513,673	474,367	511,153	549,299	505,105	447,001	461,013	468,360	382,841	313,818
Due From Third Party Payers	0	0								
Due From Affiliates/Related Organizations	0	0								
Other Current Assets	0	0								
Total Current Assets	8,407,704	8,790,683	9,500,289	8,075,343	7,548,084	7,550,941	8,000,732	7,525,381	8,558,895	6,932,236
Assets Whose Use is Limited										
Investments	33,942,664	33,942,664	34,014,745	34,014,745	34,014,745	34,068,527	34,068,527	34,068,527	34,105,746	33,942,664
Other Limited Use Assets	144,375	144,375	144,375	144,375	144,375	144,375	144,375	144,375	144,375	144,375
Total Limited Use Assets	34,087,039	34,087,039	34,159,120	34,159,120	34,159,120	34,212,902	34,212,902	34,212,902	34,250,121	34,087,039
Property, Plant, and Equipment										
Land and Land Improvements	3,063,051	3,063,051	3,061,292	3,061,292	3,061,292	3,061,292	3,061,292	3,061,292	3,061,292	3,061,292
Building and Building Improvements	10,157,771	10,157,771	10,157,771	10,157,771	10,157,771	10,157,771	10,157,771	10,157,771	10,157,771	10,157,771
Equipment	13,039,965	13,118,413	13,390,453	13,624,695	13,659,968	13,706,167	13,735,555	13,773,142	13,833,196	12,998,413
Construction In Progress	299,400	350,846	378,326	418,059	418,059	480,237	543,606	548,960	560,682	216,365
Capitalized Interest										
Gross Property, Plant, and Equipment	26,560,187	26,690,082	26,987,842	27,261,817	27,297,090	27,405,467	27,498,224	27,541,165	27,612,941	26,433,841
Less: Accumulated Depreciation	15,717,377	15,808,672	15,899,967	15,991,262	16,082,557	16,173,852	16,265,147	16,356,442	16,447,737	15,626,082
Net Property, Plant, and Equipment	10,842,809	10,881,409	11,087,874	11,270,555	11,214,533	11,231,615	11,233,077	11,184,723	11,165,204	10,807,758
TOTAL UNRESTRICTED ASSETS	53,337,552	53,759,131	54,747,283	53,505,018	52,921,737	52,995,458	53,446,710	52,923,005	53,974,220	51,827,033
Restricted Assets	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	53,337,552	53,759,131	54,747,283	53,505,018	52,921,737	52,995,458	53,446,710	52,923,005	53,974,220	51,827,033

2020-2021 Actual BS

BALANCE SHEET

PY Includes final AJES

LIABILITIES:

Current Liabilities

	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	PY June
Accounts Payable	996,145	982,173	1,175,157	961,118	814,623	894,939	916,758	978,179	816,415	1,099,470
Notes and Loans Payable										
Accrued Payroll	1,038,708	1,113,869	1,260,632	748,959	817,961	958,794	1,211,573	1,054,537	1,132,002	905,115
Patient Refunds Payable										
Due to Third Party Payers (Settlements)	7,832,693	7,909,286	7,963,471	7,780,215	7,639,334	7,578,242	7,799,361	7,669,863	9,201,540	7,917,421
Advances From Third Party Payers										
Current Portion of Def Rev - Txs,	2,245,833	2,041,666	1,837,499	1,633,332	1,429,165	1,224,998	1,020,831	816,664	612,497	0
Current Portion - LT Debt	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Current Portion of AB915										
Other Current Liabilities (Accrued Interest & Accrued Other)	14,801	22,141	29,443	36,739	44,384	0	15,009	22,412	29,772	7,420
Total Current Liabilities	12,168,180	12,109,135	12,306,202	11,200,362	10,785,467	10,696,973	11,003,533	10,581,655	11,832,226	9,969,425

Long Term Debt

USDA Loan	2,815,000	2,815,000	2,815,000	2,815,000	2,815,000	2,775,000	2,775,000	2,775,000	2,775,000	2,815,000
Leases Payable	0	0	0	0	0	0	0	0	0	0
Less: Current Portion Of Long Term Debt	0	0	0	0	0	0	0	0	0	0
Total Long Term Debt (Net of Current)	2,815,000	2,815,000	2,815,000	2,815,000	2,815,000	2,775,000	2,775,000	2,775,000	2,775,000	2,815,000

Other Long Term Liabilities

Deferred Revenue	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Total Other Long Term Liabilities	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	14,983,180	14,924,135	15,121,202	14,015,362	13,600,467	13,471,973	13,778,533	13,356,655	14,607,226	12,784,425

Fund Balance

Unrestricted Fund Balance	38,199,734	38,199,734	39,042,608	39,042,608	39,042,608	39,042,608	39,042,608	39,042,608	39,042,608	32,182,080
Temporarily Restricted Fund Balance	0	0				0				
Equity Transfer from FRHG	0	0				0				
Net Revenue/(Expenses)	154,638	635,262	583,474	447,048	278,662	480,877	625,570	523,742	324,387	6,860,528
TOTAL FUND BALANCE	38,354,372	38,834,996	39,626,081	39,489,656	39,321,270	39,523,485	39,668,178	39,566,350	39,366,995	39,042,608
TOTAL LIABILITIES & FUND BALANCE	53,337,552	53,759,131	54,747,283	53,505,018	52,921,737	52,995,458	53,446,710	52,923,005	53,974,220	51,827,033

Units of Service															
For the period ending February 28, 2021															
31						274									
Current Month						Bear Valley Community Hospital				Year-To-Date					
Mar-21		Mar-20		Actual -Budget		Act.-Act.		Mar-21		Mar-20		Actual -Budget		Act.-Act.	
Actual	Budget	Actual	Variance	Var %	Var %			Actual	Budget	Actual	Variance	Var %	Var %		
86	85	23	1	1.2%	273.9%	Med Surg Patient Days		482	424	245	58	13.7%	96.7%		
16	20	15	(4)	-20.0%	6.7%	Swing Patient Days		210	153	125	57	37.3%	68.0%		
375	434	481	(59)	-13.6%	-22.0%	SNF Patient Days		3,682	3,837	4,310	(155)	-4.0%	-14.6%		
477	539	519	(62)	-11.5%	-8.1%	Total Patient Days		4,374	4,414	4,680	(40)	-0.9%	-6.5%		
27	17	12	10	58.8%	125.0%	Acute Admissions		118	129	103	(11)	-8.5%	14.6%		
23	17	11	6	35.3%	109.1%	Acute Discharges		113	129	102	(16)	-12.4%	10.8%		
3.7	5.0	2.1	0.2	3.3%	78.8%	Acute Average Length of Stay		4.3	3.3	2.4	(3.6)	-110.3%	77.6%		
2.8	2.7	0.74	0.03	1.2%	273.9%	Acute Average Daily Census		1.8	2	0.9	0.2	13.7%	96.7%		
12.6	14.6	16.0	(2.0)	-13.9%	-21.2%	SNF/Swing Avg Daily Census		14.2	15	16.2	(0.4)	-2.5%	-12.2%		
15.4	17.4	16.7	(2.0)	-11.5%	-8.1%	Total Avg. Daily Census		16.0	16	17.1	(0.1)	-0.9%	-6.5%		
34%	39%	37%	-4%	-11.5%	-8.1%	% Occupancy		35%	36%	38%	0%	-0.9%	-6.5%		
7	12	10	(5)	-41.7%	-30.0%	Emergency Room Admitted		50	108	87	(58)	-53.7%	-42.5%		
863	889	9,214	(26)	-2.9%	-90.6%	Emergency Room Discharged		7,974	8,251	9,214	(277)	-3.4%	-13.5%		
870	901	9,224	(31)	-3.4%	-90.6%	Emergency Room Total		8,024	8,359	9,301	(335)	-4.0%	-13.7%		
28	29	298	(1)	-3.4%	-90.6%	ER visits per calendar day		29	31	34	(1)	-4.0%	-13.7%		
26%	71%	83%	-200%	-283.3%	-68.9%	% Admits from ER		42%	84%	84%	19%	22.7%	-49.8%		
-	-	-	-	0.0%	#DIV/0!	Surgical Procedures I/P		1	-	-	1	0.0%	#DIV/0!		
3	10	15	(7)	-70.0%	-80.0%	Surgical Procedures O/P		44	78	111	(34)	-43.6%	-60.4%		
3	10	15	(7)	-70.0%	-80.0%	TOTAL Procedures		45	78	111	(33)	-42.3%	-59.5%		
313	774	1,053	(461)	-59.6%	-70.3%	Surgical Minutes Total		3,502	6,841	7,663	(3,339)	-48.8%	-54.3%		

**Units of Service**  
For the period ending February 28, 2021

Bear Valley Community Hospital												
Current Month						Year-To-Date						
Mar-21 Actual	Budget	Mar-20 Actual	Actual -Budget Variance	Var %	Act.-Act. Var %		Mar-21 Actual	Budget	Mar-20 Actual	Actual -Budget Variance	Var %	Act.-Act. Var %
6,863	6,731	6,258	132	2.0%	9.7%	Lab Procedures	55,533	56,375	8,263	(842)	-1.5%	572.1%
866	1,037	918	(171)	-16.5%	-5.7%	X-Ray Procedures	6,882	8,268	7,330	(1,386)	-16.8%	-6.1%
360	345	300	15	4.3%	20.0%	C.T. Scan Procedures	3,082	2,888	2,643	194	6.7%	16.6%
188	211	265	(23)	-10.9%	-29.1%	Ultrasound Procedures	1,630	1,746	1,983	(116)	-6.6%	-17.8%
54	54	53	-	0.0%	1.9%	Mammography Procedures	379	486	445	(107)	-22.0%	-14.8%
348	321	295	27	8.4%	18.0%	EKG Procedures	2,397	2,685	2,549	(288)	-10.7%	-6.0%
71	149	190	(78)	-52.3%	-62.6%	Respiratory Procedures	764	1,029	992	(265)	-25.8%	-23.0%
1,657	1,618	1,303	39	2.4%	27.2%	Physical Therapy Procedures	12,955	13,459	12,437	(504)	-3.7%	4.2%
1,698	2,297	1,869	(599)	-26.1%	-9.1%	Primary Care Clinic Visits	13,994	17,449	15,684	(3,455)	-19.8%	-10.8%
295	250	420	45	18.0%	-29.8%	Specialty Clinic Visits	2,265	2,250	3,076	15	0.7%	-26.4%
<b>1,993</b>	<b>2,547</b>	<b>2,289</b>	<b>(554)</b>	<b>-21.8%</b>	<b>-12.9%</b>	<b>Clinic</b>	<b>16,259</b>	<b>19,699</b>	<b>18,760</b>	<b>(3,440)</b>	<b>-17.5%</b>	<b>-13.3%</b>
<b>77</b>	<b>98</b>	<b>88</b>	<b>(21)</b>	<b>-21.8%</b>	<b>-12.9%</b>	<b>Clinic visits per work day</b>	<b>89</b>	<b>108</b>	<b>103</b>	<b>(19)</b>	<b>-17.5%</b>	<b>-13.3%</b>
14.9%	19.00%	16.90%	-4.10%	-21.58%	-11.83%	% Medicare Revenue	15.63%	19.00%	18.07%	-3.37%	-17.72%	-13.47%
35.30%	37.00%	39.30%	-1.70%	-4.59%	-10.18%	% Medi-Cal Revenue	34.83%	37.00%	36.98%	-2.17%	-5.86%	-5.80%
44.80%	39.00%	39.20%	5.80%	14.87%	14.29%	% Insurance Revenue	43.69%	39.00%	39.83%	4.69%	12.02%	9.68%
5.00%	5.00%	4.60%	0.00%	0.00%	8.70%	% Self-Pay Revenue	5.84%	5.00%	5.12%	0.84%	16.89%	14.10%
159.1	156.9	143.7	2.2	1.4%	10.7%	Productive FTE's	148.96	153.5	142.7	(4.5)	-3.0%	4.4%
178.4	173.2	163.5	5.2	3.0%	9.1%	Total FTE's	169.26	169.4	163.5	(0.2)	-0.1%	3.5%



## **CFO REPORT for**

**May 2021 Finance Committee and Board Meetings**

### **Status of Energy Efficiency Project**

Attached is a letter from centrica Business Solutions.

### **Blue Shield / State of California Vaccination Third Party Administrator**

We are moving forward with training and implementation of vaccinations through our agreement with Blue Shield of California (the State designated TPA - Third Party Administrator) to allow us to continue to work with the County to provide vaccinations in our service area.

### **FY 2022 (July 1, 2021 through June 30, 2022) Budget Preparation**

We have conducted budget meetings with each department. The Finance Committee will review key statistics, Capital Budget submittals, and key budget direction.

## **COVID-19 Expenses / Funding**

Again in March 2021, we continued to see increased expenditures as a result of the Pandemic – mainly salaries, wages, and contract staff.

As we have discussed, we have some reserves to meet additional costs. We will work with wipfli (firm that prepares Cost Report) on reporting of CARES Act funds. We have applied for forgiveness of Paycheck Protection Program. We do not yet have word on the status of these funds.

April 27, 2021

Mr. John Friel  
Chief Executive Officer  
Bear Valley Community Healthcare District  
41870 Garstin Dr, Big Bear Lake, CA 92315

Dear Mr. Friel,

Please accept my sincerest thanks for your business; we here at Centrica Business Solutions thank you for looking to us to meet the Hospital's infrastructure, energy efficiency and renewable energy needs. I would like to apologize for any inconveniences this might be due to the long process to get our design approved and construction started, as we have been driving towards a successful project completion.

My team did run into a couple road blocks right out of the gate, but within a little over a month, we were back on track finalizing our designs, get engineering drawings developed, engaging with OSHPD and the Utility. Lighting is scheduled to start installing in mid-June, followed by transformer replacements, mechanical and central plant upgrades, and Solar installed with Utility interconnection. As follows, a comprehensive detailed schedule will be provided by April 30, 2021.

Again, I apologize on any inconvenience this process has been, but I can assure you that we are on track to get this project completed for the Hospital. I would be more than happy to also address the Board of Directors at their next Board Meeting with a current update of the project.

Sincerely,



Mr. Josh Steeber  
Account Executive