



EL CENTRO REGIONAL MEDICAL CENTER
BOARD OF TRUSTEES – REGULAR MEETING

MONDAY, January 27, 2025
5:30 PM

MOB CONFERENCE ROOM 1&2
1271 ROSS AVENUE, EL CENTRO, CA
&

TELECONFERENCE LOCATION *NOTE: Pursuant to Government Code Section 54953(b) Trustee Patty Maysent- CEO, UCSD Health will be attending the Regular Meeting via teleconference from:*

JACOBS MEDICAL CENTER, Suite 1-620
9300 CAMPUS POINT DR.
SAN DIEGO, CA 92037

PRESIDENT: Tomas Oliva

MEMBERS: Sylvia Marroquin; Sonia Carter; Claudia Camarena; Marty Ellett; Patty Maysent-CEO, UCSD Health; Christian Tomaszewski-M.D.-CMO, UCSD; Pablo Velez-CEO ECRMC

CLERK: Belen Gonzalez

ATTORNEY: Douglas Habig, ECRMC Attorney
Elizabeth Martyn, City Attorney

This is a public meeting. If you are attending in person, and there is an item on the agenda on which you wish to be heard, please come forward to the microphone. Address yourself to the president. You may be asked to complete a speaker slip; while persons wishing to address the Board are not required to identify themselves (Gov't. Code § 54953.3), this information assists the Board by ensuring that all persons wishing to address the Board are recognized and it assists the Board Executive Secretary in preparing the Board meeting minutes. The president reserves the right to place a time limit on each person asking to be heard. If you wish to address the board concerning any other matter within the board's jurisdiction, you may do so during the public comment portion of the agenda.

BOARD MEMBERS, STAFF AND THE PUBLIC MAY ATTEND VIA ZOOM.

To participate and make a public comment in person, via Zoom or telephone, please raise your hand, speak up and introduce yourself.

Join Zoom Meeting: <https://ecrmc.zoom.us/j/89593514819?pwd=SKMA3bXZPh9pbvCBxx5fhepOzag8hp.1>

Optional dial-in number: (669) 444-9171

Meeting ID: 895 9351 4819 **Passcode:** 707839

Public comments via zoom are subject to the same time limits as those in person.

OPEN SESSION AGENDA

ROLL CALL:

PLEDGE OF ALLEGIANCE:

PUBLIC COMMENTS: Any member of the public wishing to address the Board concerning matters within its jurisdiction may do so at this time. Three minutes is allowed per speaker with a cumulative total of 15 minutes per group, which time may be extended by the President. Additional information regarding the format for public comments may be provided at the meeting.

BOARD MEMBER COMMENTS:

CONSENT AGENDA: *(Item 1)*

All items appearing here will be acted upon for approval by one motion, without discussion. Should any Board member or other person request that any item be considered separately, that item will be taken up at a time as determined by the President.

- 1. Review and Approval of Board of Trustees Minutes of Regular Meeting of December 19, 2024.

FINANCE and OPERATIONAL UPDATE

- 2. Review and Approval of the Financial Statements for Month and Year-to-Date as of November 2024.
- 3. Review and Approval of the Financial Statements for Month and Year-to-Date as of December 2024.
- 4. 2024 Annual Nursing Report—**Informational** *(Kimberly Probus, CNO)*

CHIEF EXECUTIVE OFFICER UPDATE

- 5. Verbal Report from the CEO to the Board of Trustees—**Informational**
- 6. Manager Update—Patty Maysent—**Informational**

RECESS TO CLOSED SESSION:

A. HEARING/DELIBERATIONS RE MEDICAL QUALITY COMMITTEE REPORTS/STAFF

PRIVILEGES. The Hospital Board will recess to closed session pursuant to Government Code Section 37624.3 for a hearing and/or deliberations concerning reports of the ___ hospital medical audit committee, or X quality assurance committees, or X staff privileges.

B. TRADE SECRETS. The Hospital Board will recess to closed session pursuant to Govt. Code Section 37606(b) for the purpose of discussion and/or deliberation of reports involving hospital trade secret(s) as defined in subdivision (d) of Section 3426.1 of the Civil Code and which is necessary, and would, if prematurely disclosed create a substantial probability of depriving the hospital of a substantial economic benefit:

<u>Discussion of:</u>	<u>Number of Items:</u>
<u>X</u> hospital service;	<u>1</u>
<u>X</u> program;	<u>2</u>
<u>X</u> hospital facility	<u>2</u>

RECONVENE TO OPEN SESSION – BOARD PRESIDENT

ANNOUNCEMENT OF CLOSED SESSION ACTIONS, IF ANY – GENERAL COUNSEL

- 7. Approval of Report of Medical Executive Committee’s Credentials Recommendations Report for Appointments, Reappointments, Resignations and Other Credentialing/Privileging Actions of Medical Staff and/or AHP Staff *(Approved in Closed Session)*

ADJOURNMENT: Adjourn. (Time:) Subject to additions, deletions, or changes.



El Centro Regional Medical Center
BOARD OF TRUSTEES – REGULAR MINUTES
OPEN SESSION MINUTES
 MOB CONFERENCE ROOMS 1 & 2
 1271 Ross Avenue, El Centro, CA 92243

Zoom Meeting link: <https://ecrmc.zoom.us/j/88576066825?pwd=hxcbjj8rUbKWEIZRXyHARCTOaYJBv5.1>

Thursday, December 19, 2024

TOPIC	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
ROLL CALL	<p>PRESENT: Oliva; Marroquin; Carter; Camarena; Ellet; Maysent; Tomaszewski; Chief Executive Officer Pablo Velez; and Executive Board Secretary Belen Gonzalez</p> <p>ALSO PRESENT: ECRMC Attorney Douglas Habig; City of El Centro Attorney Elizabeth Martyn; Interim City Manager Daniel Paramo; City Clerk Norma Wyles</p> <p>Hospital Administrative Staff: David Momberg-CFO; Luis Castro-CHRO; Kimberly Probus-CNO; Elizabeth Reza, Admin. Assist.; Matthew Nilsen-Marketing Director</p>	
CALL TO ORDER		The Board of Trustees convened in open session at 5:30 p.m. Board President Oliva called the meeting to order.
OPENING CEREMONY	The Pledge of Allegiance was recited in unison.	None
NOTICE OF MEETING	Notice of meeting was posted and mailed consistent with legal requirements.	None
PUBLIC COMMENTS	None	None

Regular Meeting
December 19, 2024, 5:30 p.m.

TOPIC	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
BOARD MEMBER COMMENTS	<i>Trustee Oliva</i> Introduced new board members; Claudia Camarena and Marty Ellett.	None
CONSENT AGENDA <i>(Item 1-4)</i> Item 1. Review and Approval of Board of Trustees Minutes of Regular Meeting of November 25, 2024. Item 2. Review and Approval of Board of Trustees Meeting Schedule 2025. Item 3. Review and Approval of Triennial Policy: Time and Attendance Recording. Item 4. Medical Staff Officers Appointment 2025-2026—Informational	All items appearing here were acted upon for approval by one motion (or as to information reports, acknowledged receipt by the Board and directed to be appropriately filed) without discussion.	MOTION: by Marroquin, second by Carter and carried to approve the Consent Agenda All present in favor; none opposed.
CHIEF EXECUTIVE OFFICER UPDATE Item 5. Verbal Report from the CEO to the Board of Trustees—Informational	Item to be discussed in Closed Session	Informational
Item 6. Manager Update—Patty Maysent—Informational	Item to be discussed in Closed Session	Informational.
RECESS TO CLOSED SESSION		MOTION: by Carter, second by Marroquin and carried to recess to Closed

TOPIC	DISCUSSION/CONCLUSION	RECOMMENDATION/ACTION
		<p>Session at 5:36 p.m. for HEARING/DELIBERATIONS RE MEDICAL QUALITY COMMITTEE REPORTS/STAFF PRIVILEGES and TRADE SECRETS.</p> <p>All present in favor to recess to Closed Session. None opposed.</p>
RECONVENE TO OPEN SESSION		<p>The Board of Trustees reconvened to Open Session at 7:36 p.m.</p>
ANNOUNCEMENT OF CLOSED SESSION ACTIONS, IF ANY— GENERAL COUNSEL		<p>[A. HEARING/DELIBERATIONS RE MEDICAL QUALITY COMMITTEE REPORTS/STAFF PRIVILEGES— GOVERNMENT CODE SECTION 37624.3]</p> <p>MOTION: by Marroquin, second by Carter and carried to approve the Report of Medical Executive Committee’s Credentials Recommendations Report for Appointments, Reappointments, Resignations and Other Credentialing/Privileging Actions of Medical Staff and/or AHP Staff.</p> <p>All present in favor; none opposed.</p>
ADJOURNMENT		<p>There being no further business, meeting was adjourned at approximately 7:39 p.m.</p>

BELEN GONZALEZ, BOARD EXECUTIVE SECRETARY

APPROVED BY

TOMAS OLIVA, BOARD PRESIDENT

Regular Meeting
December 19, 2024, 5:30 p.m.



TO: HOSPITAL BOARD MEMBERS
FROM: David Momberg, Chief Financial Officer
DATE: January 27, 2025
MEETING: Board of Trustees

SUBJECT: NOVEMBER 2024 MONTH AND YEAR-TO-DATE FINANCIAL STATEMENTS

BUDGET IMPACT: Does not Apply
 Yes No
 A. Does the action impact/affect financial resources?
 B. If yes, what is the impact amount: _____

BACKGROUND: The month of November resulted in net operating loss of \$4.2M, a negative margin of 49.4% and negative EBIDA of \$2.3M. FYTD EBIDA is positive at \$1.1M and positive margin YTD of 1.9%.

DISCUSSION: For a more detailed description of financial performance, please see the attached Financial Report.

RECOMMENDATION: (1) Approve (2) Do not approve

ATTACHMENT(S):

- Financial Packet for Nov 2024

Approved for agenda, Chief Executive Officer

Date and Signature: _____ *Pablo Velazquez*



November 2024 Financial Report

January 27, 2025

To: Finance Committee

From: David Momberg, Chief Financial Officer

The following package contains:

- Comparative volumes vs. Prior Month/Year
- Balance Sheet vs. Prior Month comparison
- Operating Statement vs. Prior Month comparison
- Monthly Cash Flow (Fiscal Year to Date)

Balance Sheet:

- a) Cash balance increased (\$5.6M) mainly due to Rate Range IGT payment made \$2.9M coupled with higher payments to vendors than receipts.
- b) Other Receivables increased (\$138k) due to 340B pharmacy receivables not yet paid.
- c) Due from Third-Party Payors increased (\$2.9M) related to Rate Range IGT payment made.
- d) Funds Held by Trustee for Debt Service increased (\$1.3M) due to 2 bond payments reflected in November (\$662k each).
- e) Deferred Outflows of Resources – Pension decreased (\$720k) due to no payments made during the month related to credit on pension account.
- f) Days in A/R increased to 44.29 from 42.03. The goal is 50 days.
- g) Accounts payable days increased, 83.48 vs. 77.20 days from previous month.
- h) Current Ratio is 1.14 (1.28 last month).

Income Statement – Current Month Actual vs. Prior Month:

- a) Our Inpatient Revenue is 26.8% lower due to Cerner slowdown.
- b) Outpatient Revenue is 43.1% lower due to Cerner slowdown.
- c) Other Operating revenue decreased 29.2% due to lower Physician fees (related to Cerner slowdown) coupled with lower 340B Optum pharmacy revenues.
- d) Contractuals for the month are 81.7% of gross revenues (80.6% YTD).
- e) Charity and Bad debt are 1.5% of gross revenues.
- f) Salaries & Wages increased 6.9% mainly related to Holiday overtime expenses.
- g) Professional Fees – Non-Medical are higher 47.3% mainly due to Actuarial valuation expenses, coupled with higher UCSD CEO costs and legal fees from Law Offices of Scott Roman.
- h) Supplies – Medical are 35% lower related to lower volumes (Cerner slowdown).
- i) Supplies – Non-Medical are 31.1% lower related to lower volumes (Cerner slowdown).
- j) Repairs and Maintenance return to normality after higher Oracle (EMR) expenses last month.
- k) Other fees are 13.2% higher due to unbudgeted GE conversion of Fetal Strips expenses (\$55k).
- l) Other expenses are lower 23.6% related to lower employee physicals.
- m) November 2024 shows a Net loss of \$4.2M (*\$2.3M positive EBIDA*).

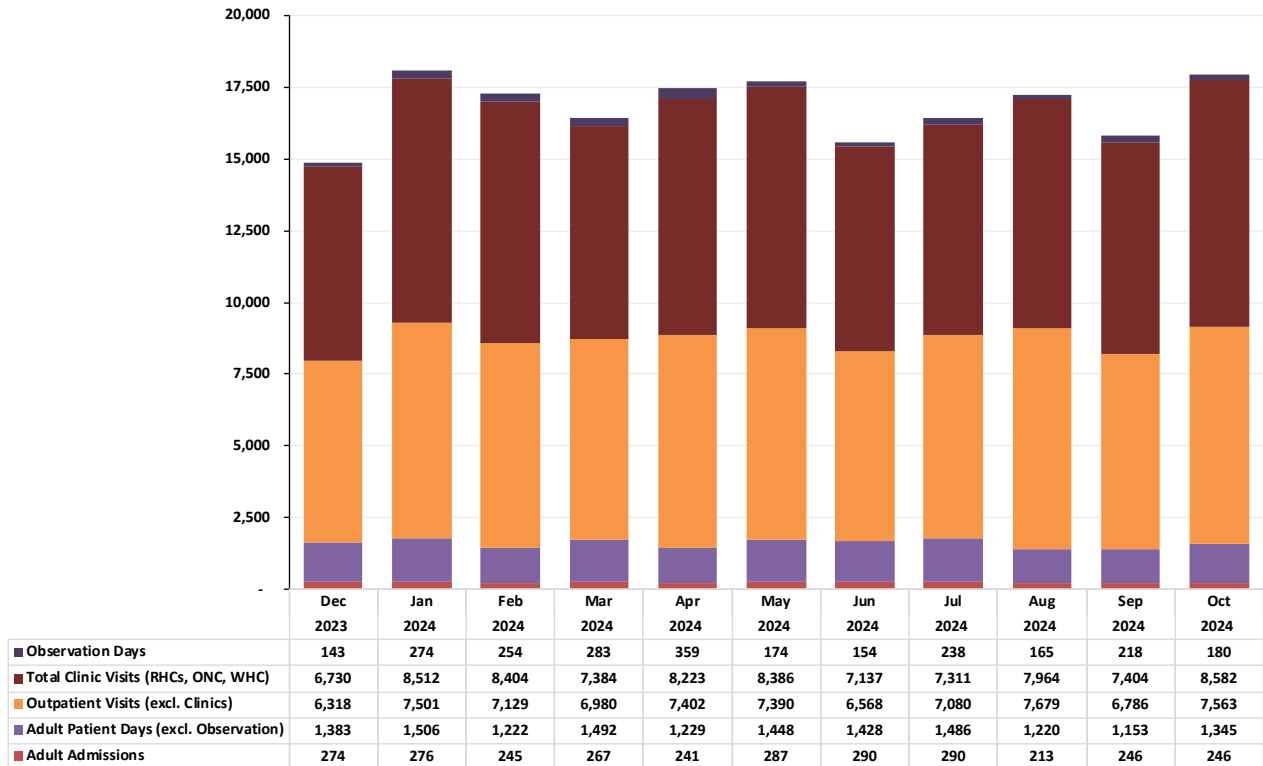
Definitions:

- **EBIDA** - Earnings Before Interest, Depreciation, and Amortization.
- **Contribution Margin** – Total Revenue minus Expenses (excluding functional areas of IT, Finance, HR, and management assessments/restructuring costs).
- **EBIDA Margin** – $\text{EBIDA} / \text{Total Revenue}$.
- **Operating Expenses Per Day** – Total Expenses less Depreciation divided by Days.
- **Operating Revenue Per Day** – $\text{Operating Income} / \text{Days}$.
- **Days Cash on Hand** – $\text{Cash} / \text{Operating Expenses per Day}$.
- **Days Revenue in A/R** – $\text{Accounts Receivable} / \text{Operating Revenue per Day}$.
- **Current Ratio** – $\text{Current Assets} / \text{Current Liabilities}$.
- **Equity Financing Ratio** – $\text{Total Capital} / \text{Total Debt}$.

EI Centro Regional Medical Center Comparative Volumes as of November 30, 2024

	Aug 2024	Sep 2024	Oct 2024	Nov 2024	YTD Actual	YTD Budget	YTD Variance
Adult Admissions (excl. Observation)	213	246	246	254	1,249	1,784	(535)
Patient Days (excl. Observation)	1,220	1,153	1,345	1,345	6,549	8,398	(1,849)
Average Length of Stay (excl. Observation)	5.7	4.7	5.5	5.3	5.2	4.7	0.5
Average Daily Census (excl. Observation)	39.4	38.4	43.4	44.8	42.8	42.8	-
Average Daily Census (ADC) Observation	5.3	7.3	5.8	6.0	6.4	7.0	(0.6)
Total ADC (including Observation)	44.7	45.7	49.2	50.8	49.2	49.8	(0.6)
Observation Days (excluding Obstetrics)	165	218	180		981	1,076	(95)
Outpatient Visits (excluding Clinics)	7,679	6,786	7,563		36,671	39,978	(3,307)
Emergency Room Visits	2,828	2,872	3,003		14,644	16,368	(1,724)
EI Centro Rural Health Clinic Visits	3,794	3,826	4,178		19,501	21,724	(2,223)
Calexico Rural Health Clinic Visits	3,218	2,655	3,417		15,675	17,018	(1,343)
Rural Health Clinic Visits - Total	7,012	6,481	7,595		35,176	38,742	(3,566)
Wound Healing Center Visits	203	188	191		967	911	56
Oncology Center Visits	749	735	796	722	3,626	3,199	427
Oncology Center Infusion Procedures	1,502	1,318	1,616		7,490	6,781	709
Surgeries without C-Sections	408	518	454		2,273	2,613	(340)
DaVinci Cases	58	48	63		298	200	98

Rolling-12 Volume Trend



Note: November statistics are still under review.

ECRMC BALANCE SHEET COMPARED TO PRIOR MONTH

	November 30, 2024	October 31, 2024	Variance (\$)	Variance (%)
Assets				
Current Assets:				
Cash and Cash Equivalents	\$ 4,963,574	\$ 10,579,617	\$ (5,616,043)	-53%
Net Patient Accounts Receivable	20,530,888	20,897,136	(366,247)	-2%
Other Receivables	675,794	537,387	138,407	26%
Due from Third-Party Payors	19,376,655	16,472,089	2,904,566	18%
Inventories	2,968,512	2,908,239	60,274	2%
Prepaid Expenses & Other	2,755,675	2,918,619	(162,944)	-6%
Total Current Assets	51,271,099	54,313,086	(3,041,987)	-6%
Assets Limited as to Use				
Restricted Building Capital Fund	171,020	159,624	11,396	7%
Funds Held by Trustee for Debt Service	12,533,271	11,208,133	1,325,138	12%
Restricted Programs	11,497	11,497	-	0%
Total Assets Limited as to Use	12,715,788	11,379,254	1,336,534	12%
Property, Plant, and Equipment: Net	155,739,408	155,997,364	(257,955)	0%
Other Assets	724,715	724,715	-	0%
Total Assets	220,451,010	222,414,419	(1,963,409)	-1%
Deferred Outflows of Resources				
Deferred Outflows of Resources - Pension	4,109,721	4,829,321	(719,600)	-15%
Total Deferred Outflows of Resources	4,109,721	4,829,321	(719,600)	-15%
Total Assets and Deferred Outflows of Resources	\$ 224,560,730	\$ 227,243,739	\$ (2,683,009)	-1%
Liabilities				
Current Liabilities:				
Current Portion of Bonds	1,370,000	1,365,000	5,000	0%
Current Portion of Capital Lease Obligations	864,693	954,206	(89,513)	-9%
Accounts Payable and Accrued Expenses	23,234,854	21,822,561	1,412,293	6%
Accrued Compensation and Benefits	10,179,738	9,714,231	465,506	5%
Due to Third-Party Payors	9,236,173	8,717,655	518,519	6%
Total Current Liabilities	44,885,458	42,573,652	2,311,805	5%
Long-Term Bond Payable, Less Current Portion	111,032,401	111,128,668	(96,267)	0%
Capital Lease Obligations, Less Current Portion	7,223,476	7,377,066	(153,591)	-2%
Notes Payable, Less Current Portion	24,370,370	24,888,889	(518,519)	-2%
Net Pension Liability	54,174,600	54,174,600	-	0%
Total Liabilities	241,686,305	240,142,876	1,543,428	1%
Deferred Inflows of Resources				
Deferred Inflows of Resources - Pension	113,800	113,800	-	0%
Total Deferred Inflows of Resources	113,800	113,800	-	0%
Net Position				
Restricted Fund Balance	18,146	18,068	78	0%
Fund Balance	(17,257,521)	(13,031,005)	(4,226,515)	32%
Total Net Position	(17,239,374)	(13,012,937)	(4,226,437)	32%
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 224,560,730	\$ 227,243,739	\$ (2,683,009)	-1%
Days Cash on Hand	13.54	26.88		
Days Revenue in A/R	44.29	42.03		
Days in A/P	83.48	77.20		
Current Ratio	1.14	1.28		
Debt Service Coverage Ratio	2.24	2.62		

STATEMENTS OF OPERATIONS COMPARISON TO BUDGET

	MTD August 31, 2024	MTD September 30, 2024	MTD October 31, 2024	MTD November 30, 2024	YTD November 30, 2023	YTD November 30, 2024	YTD BUDGET November 30, 2024
Adult Admissions	213	246	246	254	1,198	1,249	1,784
Adult Patient Days (excl. Observation)	1,220	1,153	1,345		6,232	6,549	8,398
Outpatient Visits (excl. Clinics)	7,679	6,786	7,563		36,985	36,671	39,978
Total Clinic Visits (RHCs, ONC, WHC)	7,964	7,404	8,582	8,508	38,171	39,769	42,852
Observation Days	165	218	180		1,175	981	1,076
OPERATING REVENUE							
I/P Revenue	\$ 13,572,753	\$ 13,909,069	\$ 16,607,932	\$ 12,153,151	\$ 71,854,834	\$ 71,673,460	\$ 85,621,380
O/P Revenue - Laboratory	7,289,757	6,531,290	6,801,311	3,615,514	32,733,090	30,978,248	34,414,209
O/P Revenue - CT Scanner	6,867,187	6,691,054	7,235,759	3,906,362	32,025,061	31,095,247	31,876,555
O/P Revenue - Emergency Room	6,203,218	6,237,114	6,201,032	5,694,246	29,860,848	30,398,073	32,399,434
O/P Revenue - Oncology	6,739,210	6,558,230	8,082,763	498,582	28,804,872	29,139,734	28,798,689
O/P Revenue - Others	19,565,236	17,553,604	20,412,362	13,995,765	94,304,501	89,482,558	95,914,854
Gross Patient Revenues	60,237,361	57,480,361	65,341,159	39,863,620	289,583,205	282,767,320	309,025,120
Other Operating Revenue	417,284	357,841	451,418	319,558	1,674,004	2,103,564	3,151,112
Total Operating Revenue	60,654,645	57,838,202	65,792,577	40,183,178	291,257,209	284,870,884	312,176,232
Contractuals							
IP Contractuals	11,184,095	11,140,512	10,557,199	12,807,057	56,837,612	59,780,181	62,516,571
OP Contractuals	38,311,624	35,397,249	41,262,629	19,752,676	180,211,141	168,112,407	184,115,644
Charity	216,800	111,869	102,759	76,160	1,458,747	675,429	1,252,487
Provision for Bad Debts	535,871	574,953	696,791	523,998	2,146,560	2,942,938	1,633,332
Other Third Party Programs	(1,518,750)	(1,518,750)	(1,518,750)	(1,481,528)	(8,548,761)	(7,556,528)	(8,588,300)
M/Cal Disproportionate Share	(55,000)	(55,000)	(55,000)	(55,000)	(2,149,694)	(275,000)	(562,063)
Total Deductions	48,674,641	45,650,833	51,045,628	31,623,363	229,955,605	223,679,428	240,367,671
Total Net Revenues	11,980,004	12,187,369	14,746,949	8,559,815	61,301,604	61,191,456	71,808,562
EXPENSES							
Salaries & Wages	4,992,913	5,141,778	4,810,871	5,141,027	24,585,735	25,783,854	26,415,901
Registry	0	50,000	20,400	19,988	496,053	90,179	155,208
Employee Benefits	1,501,709	745,641	949,459	469,868	6,107,918	4,766,791	6,853,632
Employee Benefits - Pension GASB 68	386,267	386,267	719,600	719,600	1,921,498	2,587,845	1,598,000
Professional Fees - Medical	1,255,627	1,142,306	1,251,214	1,387,421	6,834,920	6,264,835	6,267,046
Professional Fees - Non-Med	201,171	214,957	184,605	271,978	1,363,929	1,073,759	1,030,525
Supplies - Medical	2,440,092	2,709,633	2,854,376	1,855,669	11,555,013	12,646,207	12,310,190
Supplies - Non-Medical	123,991	153,733	163,431	112,606	697,912	707,711	818,850
Food	72,955	88,735	85,241	73,360	396,808	399,077	489,213
Repairs and Maintenance	513,637	642,585	830,266	548,004	3,043,284	3,644,276	3,321,050
Other Fees	705,507	623,929	569,138	644,103	2,961,840	3,066,325	3,164,005
Lease and Rental	11,786	20,944	21,161	38,612	127,132	114,276	226,809
Utilities	233,461	236,381	167,122	167,054	1,071,351	1,058,008	1,194,891
Depreciation and Amortization	638,001	594,594	611,529	588,618	3,409,915	3,053,203	3,331,452
Insurance	176,831	176,831	167,559	168,046	1,190,701	1,001,149	1,038,137
Other Expenses	140,356	152,746	127,048	97,126	578,520	624,152	663,127
Total Operating Expenses	13,394,306	13,081,061	13,533,018	12,303,080	66,342,529	66,881,645	68,878,034
Operating Income	(1,414,302)	(893,692)	1,213,931	(3,743,265)	(5,040,925)	(5,690,189)	2,930,528
Operating Margin %	-11.8%	-7.3%	8.2%	-43.7%	-8.2%	-9.3%	4.1%
Non-Operating Revenue and Expenses							
Investment Income	89,399	66,933	60,168	48,551	295,408	484,138	280,762
Grants and Contributions Revenue	0	0	0	63,120	197,922	63,120	252,494
Non Operating Revenue/(Expense)	605,059	8,408	0	0	1,372,927	661,875	553,471
Interest Expense	(592,276)	(590,483)	(595,099)	(594,922)	(3,018,968)	(2,965,072)	(2,967,104)
Total Non-Operating Rev. and Expenses	102,183	(515,142)	(534,931)	(483,251)	(1,152,710)	(1,755,939)	(1,880,377)
(Deficit)/Excess Rev. Over Exp.	\$ (1,312,119)	\$ (1,408,834)	\$ 679,000	\$ (4,226,515)	\$ (6,193,635)	\$ (7,446,128)	\$ 1,050,151
(Deficit)/Excess Rev. Over Exp. %	-11.0%	-11.6%	4.6%	-49.4%	-10.1%	-12.2%	1.5%
EBIDA	304,425	162,511	2,605,228	(2,323,376)	2,156,745	1,159,993	8,946,706
EBIDA %	2.5%	1.3%	17.7%	-27.1%	3.5%	1.9%	12.5%

El Centro Regional Medical Center Monthly Cash Flow

Unaudited

	July 2024	August 2024	September 2024	October 2024	November 2024	Year-to-Date 2025
<u><i>Cash Flow From Operating Activities</i></u>						
Net Income/(Loss)	\$ (1,177,660)	\$ (1,312,119)	\$ (1,408,834)	\$ 679,000	\$ (4,226,515)	\$ (7,446,128)
<i>Adjustments to reconcile net income to net cash:</i>						
Add: Depreciation	620,461	638,001	594,594	611,529	588,618	\$ 3,053,203
Capital Lease Interest	6,392	6,872	6,084	8,388	6,298	\$ 34,034
Bond Interest	583,254	583,254	583,254	583,254	583,254	\$ 2,916,272
Accounts Receivable	1,228,927	1,215,760	(1,099,944)	(2,571,768)	366,247	\$ (860,778)
Other Receivables	(74,849)	(263,422)	43,018	52,206	(138,407)	\$ (381,454)
Inventory	(55,005)	(20,529)	(7,897)	(56,647)	(60,274)	\$ (200,352)
Prepaid Expenses/Other Assets	(420,397)	(339,190)	(301,921)	(517,655)	162,944	\$ (1,416,221)
Accounts Payable and Accrued Expenses	890,314	(1,457,213)	447,591	2,117,480	737,771	\$ 2,735,943
Accrued Compensation and Benefits	(1,200,182)	47,927	241,976	487,760	465,506	\$ 42,988
Third-Party Liabilities	(1,559,337)	(1,263,735)	(1,039,768)	1,987,677	(2,904,566)	\$ (4,779,729)
Net Pension Obligation	376,111	386,267	386,267	719,600	719,600	\$ 2,587,845
<i>Net Cash From Operating Activities</i>	\$ (781,971)	\$ (1,778,127)	\$ (1,555,579)	\$ 4,100,824	\$ (3,699,523)	\$ (3,714,376)
<u><i>Cash Flow From Investing Activities</i></u>						
Fixed Assets - Gross	\$ (1,605,629)	\$ (2,237,324)	\$ (1,109,526)	\$ (1,558,076)	\$ (330,662)	\$ (6,841,217)
Intangible Assets - Gross	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Assets	3,878,422	(666,747)	(661,044)	(11,007)	(1,336,456)	\$ 1,203,169
<i>Net Cash From Investing Activities</i>	\$ 2,272,793	\$ (2,904,070)	\$ (1,770,571)	\$ (1,569,082)	\$ (1,667,118)	\$ (5,638,048)
<u><i>Cash Flow From Financing Activities</i></u>						
Bond Payable	\$ (4,688,544)	\$ -	\$ -	\$ -	\$ -	\$ (4,688,544)
Capital Leases	(215,830)	(265,822)	23,291	(277,377)	(249,402)	\$ (985,140)
Notes Payable	-	-	-	-	-	\$ -
<i>Net Cash From Financing Activities</i>	\$ (4,904,374)	\$ (265,822)	\$ 23,291	\$ (277,377)	\$ (249,402)	\$ (5,673,684)
<i>Total Change In FY 2025 Cash</i>	\$ (3,413,552)	\$ (4,948,020)	\$ (3,302,858)	\$ 2,254,364	\$ (5,616,043)	\$ (15,026,109)
<i>Cash & Cash Equivalents, Beginning Balance</i>	19,989,682	16,576,130	11,628,110	8,325,252	10,579,617	19,989,682
<i>Cash & Cash Equivalents, Ending Balance</i>	\$ 16,576,130	\$ 11,628,110	\$ 8,325,252	\$ 10,579,617	\$ 4,963,574	4,963,574

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TO: HOSPITAL BOARD MEMBERS
FROM: David Momberg, Chief Financial Officer
DATE: January 27, 2025
MEETING: Board of Trustees

SUBJECT: DECEMBER 2024 MONTH AND YEAR-TO-DATE FINANCIAL STATEMENTS

BUDGET IMPACT: Does not Apply
A. Does the action impact/affect financial resources? Yes No
B. If yes, what is the impact amount: _____

BACKGROUND: The month of December resulted in net operating loss of \$4.1M, a negative margin of 41.3% and negative EBIDA of \$2.1M. FYTD EBIDA is negative at \$1M and negative margin YTD of 1.4%.

DISCUSSION: For a more detailed description of financial performance, please see the attached Financial Report.

RECOMMENDATION: (1) Approve (2) Do not approve

ATTACHMENT(S):

- Financial Packet for Dec 2024

Approved for agenda, Chief Executive Officer

Date and Signature: _____

Pablo Velazquez



December 2024 Financial Report

January 27, 2025

To: Finance Committee

From: David Momberg, Chief Financial Officer

The following package contains:

- Comparative volumes vs. Prior Month/Year
- Balance Sheet vs. Prior Month comparison
- Operating Statement vs. Prior Month comparison
- Monthly Cash Flow (Fiscal Year to Date)

Balance Sheet:

- a) Cash balance decreased (\$1M) mainly due to higher payments to vendors than receipts.
- b) Other Receivables increased (\$178k) due to 340B pharmacy receivables.
- c) Due from Third-Party Payors decreased (\$1.8M) related to Rate Range IGT payment received from CH&W.
- d) Funds Held by Trustee for Debt Service decreased (\$2.7M) due to Bond interest payment processed in December 2024.
- e) Deferred Outflows of Resources – Pension decreased (\$720k) due to no payments made during the month related to credit on pension account.
- f) Accounts payable and Accrued Expenses decreased (\$2.7M) due to Bond interest payment processed in December 2024.
- g) Days in A/R increased to 46.22 from 44.29. The goal is 50 days.
- h) Accounts payable days increased, 79.83 vs. 83.48 days from previous month.
- i) Current Ratio is 1.12 (1.15 last month).

Income Statement – Current Month Actual vs. Prior Month:

- a) Our Inpatient Revenue is 37.6% higher due to Cerner slowdown in November.
- b) Outpatient Revenue is 32.3% higher due to Cerner slowdown in November.
- c) Contractuals for the month are 83.9% of gross revenues (81.1% YTD).
- d) Charity and Bad debt are 1.1% of gross revenues.
- e) Salaries & Wages increased 6.4% mainly related to Holiday overtime expenses.
- f) Employee benefits increased 129.2% due to Workers Comp balance and coupled with higher Health Insurance expenses.
- g) Professional Fees – Medical are lower 24.3% related to Sheridan Radiology Management credit coupled with lower Anesthesia on call expenses.
- h) Professional Fees – Non-Medical are lower 21.7% mainly due to Actuarial valuation expenses, legal fees from Law Offices of Scott Roman in November.
- i) Supplies – Medical are 23.8% higher related to higher volumes.
- j) Supplies – Non-Medical are 34% higher related to lower volumes.
- k) Food expense is 13.9% higher due to higher patient days.
- l) Other fees are 13.2% lower mainly due to unbudgeted GE conversion of Fetal Strips expenses (\$55k) purchased in November.
- m) Other expenses are lower 25.8% related to lower employee physicals and timing on property taxes already paid.
- n) December 2024 shows a Net loss of \$4.1M (*\$2.2M positive EBIDA*).

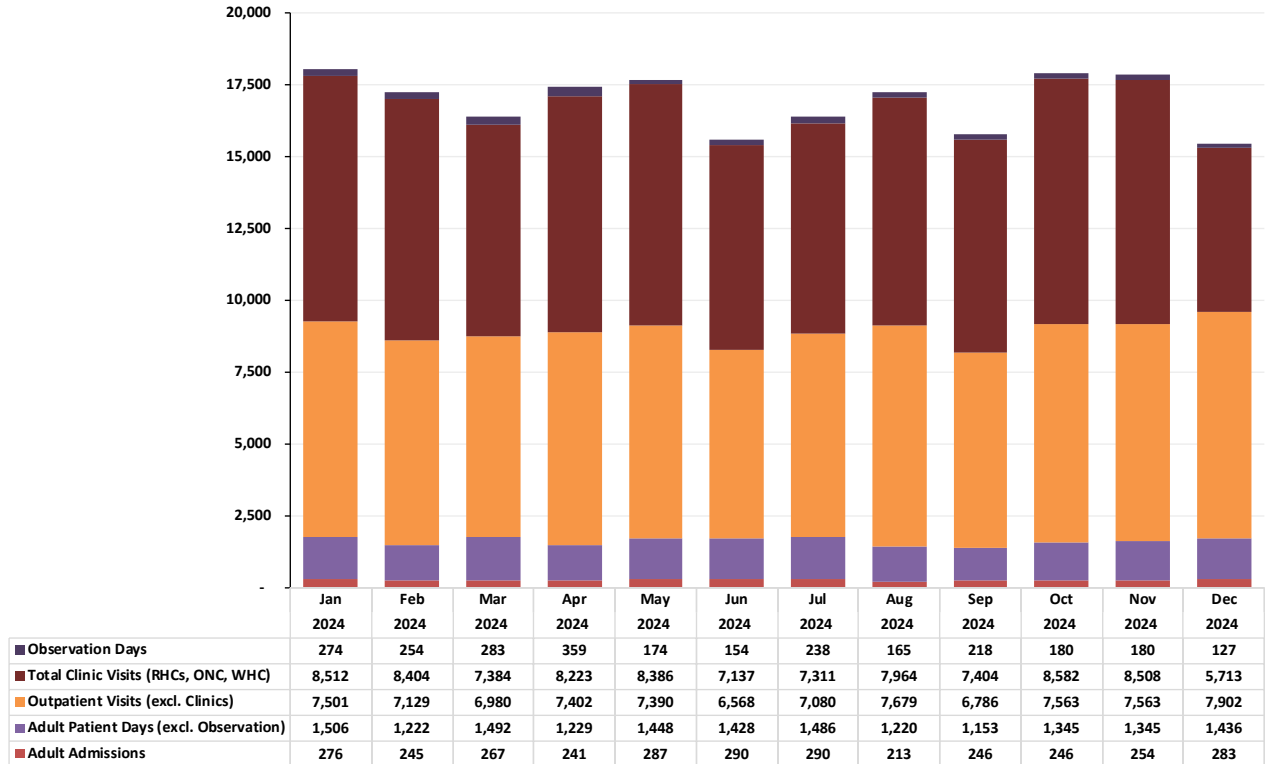
Definitions:

- **EBIDA** - Earnings Before Interest, Depreciation, and Amortization.
- **Contribution Margin** – Total Revenue minus Expenses (excluding functional areas of IT, Finance, HR, and management assessments/restructuring costs).
- **EBIDA Margin** – $EBIDA / \text{Total Revenue}$.
- **Operating Expenses Per Day** – Total Expenses less Depreciation divided by Days.
- **Operating Revenue Per Day** – $\text{Operating Income} / \text{Days}$.
- **Days Cash on Hand** – $\text{Cash} / \text{Operating Expenses per Day}$.
- **Days Revenue in A/R** – $\text{Accounts Receivable} / \text{Operating Revenue per Day}$.
- **Current Ratio** – $\text{Current Assets} / \text{Current Liabilities}$.
- **Equity Financing Ratio** – $\text{Total Capital} / \text{Total Debt}$.

EI Centro Regional Medical Center Comparative Volumes as of December 31, 2024

	Sep 2024	Oct 2024	Nov 2024	Dec 2024	YTD Actual	YTD Budget	YTD Variance
Adult Admissions (excl. Observation)	246	246	254	283	1,532	2,009	(477)
Patient Days (excl. Observation)	1,153	1,345	1,345	1,436	7,985	9,718	(1,733)
Average Length of Stay (excl. Observation)	4.7	5.5	5.3	5.1	5.2	4.8	0.4
Average Daily Census (excl. Observation)	38.4	43.4	44.8	46.3	43.4	43.4	-
Average Daily Census (ADC) Observation	7.3	5.8	6.0	4.1	6.0	7.0	(1.0)
Total ADC (including Observation)	45.7	49.2	50.8	50.4	49.4	50.4	(1.0)
Observation Days (excluding Obstetrics)	218	180		127	1,108	1,296	(188)
Outpatient Visits (excluding Clinics)	6,786	7,563		7,902	44,573	47,880	(3,307)
Emergency Room Visits	2,872	3,003		3,165	17,809	18,859	(1,050)
EI Centro Rural Health Clinic Visits	3,826	4,178		2,719	22,220	25,501	(3,281)
Calexico Rural Health Clinic Visits	2,655	3,417		2,068	17,743	19,702	(1,959)
Rural Health Clinic Visits - Total	6,481	7,595		4,787	39,963	45,203	(5,240)
Wound Healing Center Visits	188	191		165	1,132	1,076	56
Oncology Center Visits	735	796	722	761	4,387	3,924	463
Oncology Center Infusion Procedures	1,318	1,616		1,217	8,707	8,176	531
Surgeries without C-Sections	518	454		362	2,635	3,093	(458)
DaVinci Cases	48	63		40	338	240	98

Rolling-12 Volume Trend



Note: November statistics are still under review.

ECRMC BALANCE SHEET COMPARED TO PRIOR MONTH

	December 31, 2024	November 30, 2024	Variance (\$)	Variance (%)
Assets				
Current Assets:				
Cash and Cash Equivalents	\$ 3,952,950	\$ 4,963,574	\$ (1,010,624)	-20%
Net Patient Accounts Receivable	20,827,956	20,530,888	297,067	1%
Other Receivables	853,945	675,794	178,151	26%
Due from Third-Party Payors	17,119,837	18,908,769	(1,788,932)	-9%
Inventories	2,960,343	2,968,512	(8,170)	0%
Prepaid Expenses & Other	2,691,972	2,755,675	(63,703)	-2%
Total Current Assets	48,407,003	50,803,213	(2,396,210)	-5%
Assets Limited as to Use				
Restricted Building Capital Fund	184,501	171,020	13,481	8%
Funds Held by Trustee for Debt Service	9,822,034	12,533,271	(2,711,237)	-22%
Restricted Programs	11,497	11,497	-	0%
Total Assets Limited as to Use	10,018,032	12,715,788	(2,697,756)	-21%
Property, Plant, and Equipment: Net	155,417,622	155,739,408	(321,787)	0%
Other Assets	724,715	724,715	-	0%
Total Assets	214,567,371	219,983,124	(5,415,753)	-2%
Deferred Outflows of Resources				
Deferred Outflows of Resources - Pension	3,390,121	4,109,721	(719,600)	-18%
Total Deferred Outflows of Resources	3,390,121	4,109,721	(719,600)	-18%
Total Assets and Deferred Outflows of Resources	\$ 217,957,492	\$ 224,092,844	\$ (6,135,353)	-3%
Liabilities				
Current Liabilities:				
Current Portion of Bonds	1,375,000	1,370,000	5,000	0%
Current Portion of Capital Lease Obligations	817,706	864,693	(46,987)	-5%
Accounts Payable and Accrued Expenses	20,575,611	23,234,854	(2,659,243)	-11%
Accrued Compensation and Benefits	11,168,326	10,179,738	988,588	10%
Due to Third-Party Payors	9,236,173	8,717,655	518,519	6%
Total Current Liabilities	43,172,816	44,366,939	(1,194,124)	-3%
Long-Term Bond Payable, Less Current Portion	110,936,134	111,032,401	(96,267)	0%
Capital Lease Obligations, Less Current Portion	6,999,552	7,223,476	(223,924)	-3%
Notes Payable, Less Current Portion	24,370,370	24,888,889	(518,519)	-2%
Net Pension Liability	54,174,600	54,174,600	-	0%
Total Liabilities	239,653,471	241,686,305	(2,032,833)	-1%
Deferred Inflows of Resources				
Deferred Inflows of Resources - Pension	113,800	113,800	-	0%
Total Deferred Inflows of Resources	113,800	113,800	-	0%
Net Position				
Restricted Fund Balance	22,429	18,146	4,283	24%
Fund Balance	(21,832,209)	(17,725,407)	(4,106,802)	23%
Total Net Position	(21,809,779)	(17,707,260)	(4,102,519)	23%
Total Liabilities, Deferred Inflows of Resources and Net Position	\$ 217,957,492	\$ 224,092,844	\$ (6,135,353)	-3%
Days Cash on Hand	10.27	13.54		
Days Revenue in A/R	46.22	44.29		
Days in A/P	79.83	83.48		
Current Ratio	1.12	1.15		
Debt Service Coverage Ratio	2.02	2.24		

STATEMENTS OF OPERATIONS COMPARISON TO BUDGET

	MTD September 30, 2024	MTD October 31, 2024	MTD November 30, 2024	MTD December 31, 2024	YTD December 31, 2023	YTD December 31, 2024	YTD BUDGET December 31, 2024
Adult Admissions	246	246	254	283	1,472	1,532	2,009
Adult Patient Days (excl. Observation)	1,153	1,345		1,436	7,615	7,985	9,718
Outpatient Visits (excl. Clinics)	6,786	7,563		7,902	43,303	44,573	47,880
Total Clinic Visits (RHCs, ONC, WHC)	7,404	8,582	8,508	5,713	44,901	45,482	50,203
Observation Days	218	180		127	1,318	1,108	1,296
OPERATING REVENUE							
I/P Revenue	\$ 13,909,069	\$ 16,607,932	\$ 12,153,151	\$ 16,725,181	\$ 87,425,669	\$ 88,398,641	\$ 100,109,622
O/P Revenue - Laboratory	6,531,290	6,801,311	3,615,514	4,729,146	38,672,196	35,707,394	40,559,688
O/P Revenue - CT Scanner	6,691,054	7,235,759	3,906,362	5,730,255	38,083,228	36,825,502	37,926,175
O/P Revenue - Emergency Room	6,237,114	6,201,032	5,694,246	7,207,916	35,815,925	37,605,989	37,315,526
O/P Revenue - Oncology	6,558,230	8,082,763	498,582	607,630	34,001,987	29,747,364	34,915,862
O/P Revenue - Others	17,553,604	20,412,362	13,995,765	18,381,079	111,911,661	107,863,637	113,414,878
Gross Patient Revenues	57,480,361	65,341,159	39,863,620	53,381,207	345,910,666	336,148,527	364,241,751
Other Operating Revenue	357,841	451,418	319,558	347,538	1,960,611	2,451,102	3,755,994
Total Operating Revenue	57,838,202	65,792,577	40,183,178	53,728,745	347,871,278	338,599,629	367,997,745
Contractuals							
IP Contractuals	11,140,512	10,557,199	12,807,057	11,020,390	68,685,258	70,800,571	73,687,036
OP Contractuals	35,397,249	41,262,629	19,752,676	33,749,518	214,307,021	201,861,925	217,013,445
Charity	111,869	102,759	76,160	125,127	1,729,321	800,556	1,502,984
Provision for Bad Debts	574,953	696,791	523,998	456,712	2,592,863	3,399,650	1,959,998
Other Third Party Programs	(1,518,750)	(1,518,750)	(1,481,528)	(1,518,750)	(10,140,028)	(9,075,278)	(10,305,979)
M/Cal Disproportionate Share	(55,000)	(55,000)	(55,000)	(55,000)	(2,376,487)	(330,000)	(674,485)
Total Deductions	45,650,833	51,045,628	31,623,363	43,777,996	274,797,948	267,457,423	283,183,000
Total Net Revenues	12,187,369	14,746,949	8,559,815	9,950,750	73,073,329	71,142,206	84,814,745
EXPENSES							
Salaries & Wages	5,141,778	4,810,871	5,141,027	5,468,968	29,901,665	31,252,822	31,373,302
Registry	50,000	20,400	19,988	18,215	550,161	108,394	175,710
Employee Benefits	745,641	949,459	469,868	1,077,003	7,008,670	5,843,794	8,224,358
Employee Benefits - Pension GASB 68	386,267	719,600	719,600	719,600	2,297,484	3,307,445	1,917,600
Professional Fees - Medical	1,142,306	1,251,214	1,387,421	1,050,011	7,962,154	7,314,846	7,520,455
Professional Fees - Non-Med	214,957	184,605	271,978	213,086	1,704,005	1,286,845	1,235,552
Supplies - Medical	2,709,633	2,854,376	1,855,669	2,296,741	13,712,406	14,942,948	14,712,622
Supplies - Non-Medical	153,733	163,431	112,606	150,886	841,950	858,597	982,620
Food	88,735	85,241	73,360	83,526	475,608	482,602	587,055
Repairs and Maintenance	642,585	830,266	548,004	581,533	3,562,967	4,225,809	3,985,260
Other Fees	623,929	569,138	644,103	523,593	3,602,387	3,589,918	3,796,866
Lease and Rental	20,944	21,161	38,612	41,828	123,313	156,104	272,171
Utilities	236,381	167,122	167,054	184,293	1,270,224	1,242,301	1,395,813
Depreciation and Amortization	594,594	611,529	588,618	607,844	4,108,282	3,661,048	3,999,891
Insurance	176,831	167,559	168,046	167,656	1,354,440	1,168,805	1,245,765
Other Expenses	152,746	127,048	97,126	72,080	713,203	696,232	795,702
Total Operating Expenses	13,081,061	13,533,018	12,303,080	13,256,864	79,188,918	80,138,510	82,220,742
Operating Income	(893,692)	1,213,931	(3,743,265)	(3,306,115)	(6,115,588)	(8,996,304)	2,594,004
Operating Margin %	-7.3%	8.2%	-43.7%	-33.2%	-8.4%	-12.6%	3.1%
Non-Operating Revenue and Expenses							
Investment Income	66,933	60,168	48,551	(206,266)	297,969	277,872	336,915
Grants and Contributions Revenue	0	0	63,120	0	199,282	63,120	302,992
Non Operating Revenue/(Expense)	8,408	0	0	0	1,382,070	661,875	664,165
Interest Expense	(590,483)	(595,099)	(594,922)	(594,422)	(3,619,436)	(3,559,494)	(3,560,524)
Total Non-Operating Rev. and Expenses	(515,142)	(534,931)	(483,251)	(800,688)	(1,740,114)	(2,556,627)	(2,256,452)
(Deficit)/Excess Rev. Over Exp.	\$ (1,408,834)	\$ 679,000	\$ (4,226,515)	\$ (4,106,802)	\$ (7,855,703)	\$ (11,552,930)	\$ 337,551
(Deficit)/Excess Rev. Over Exp. %	-11.6%	4.6%	-49.4%	-41.3%	-10.8%	-16.2%	0.4%
EBIDA	162,511	2,605,228	(2,323,376)	(2,184,936)	2,169,499	(1,024,943)	9,815,567
EBIDA %	1.3%	17.7%	-27.1%	-22.0%	3.0%	-1.4%	11.6%

El Centro Regional Medical Center

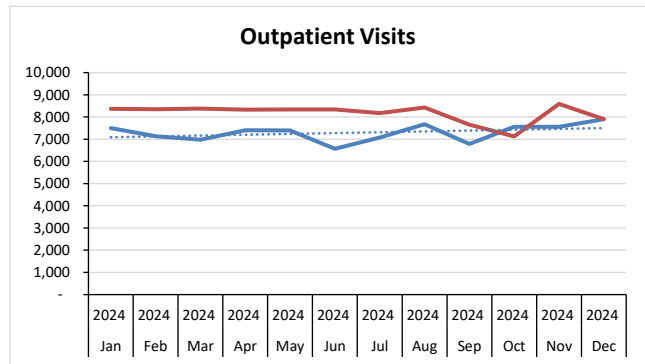
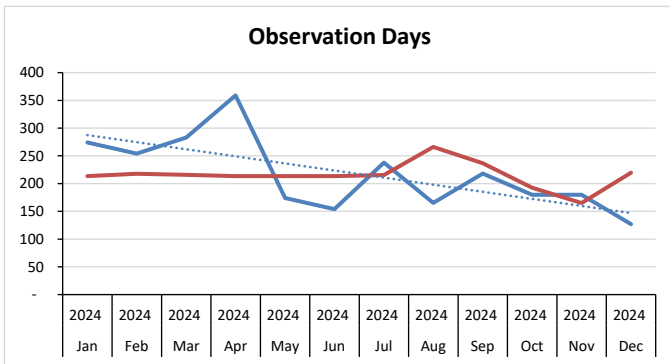
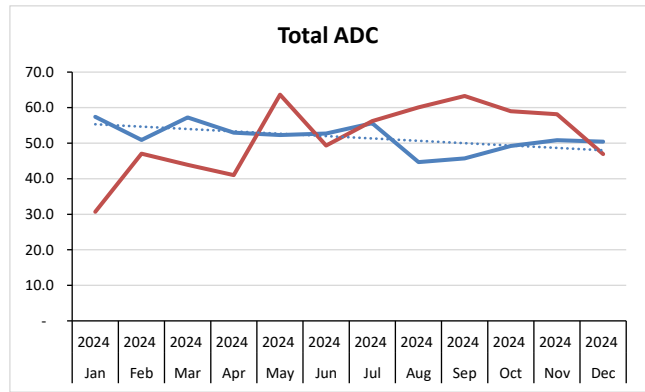
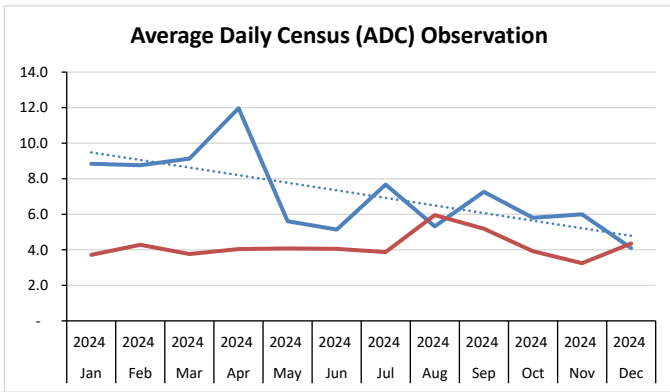
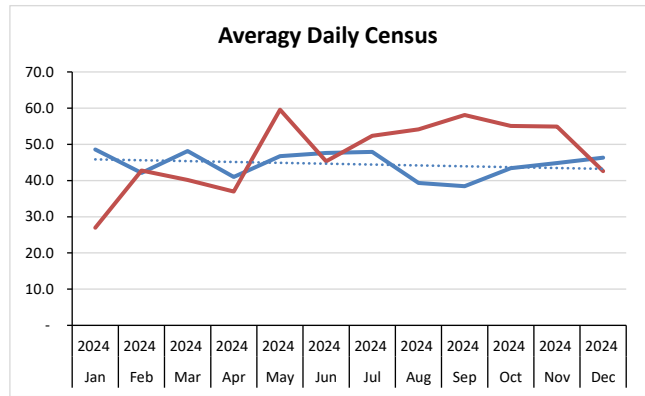
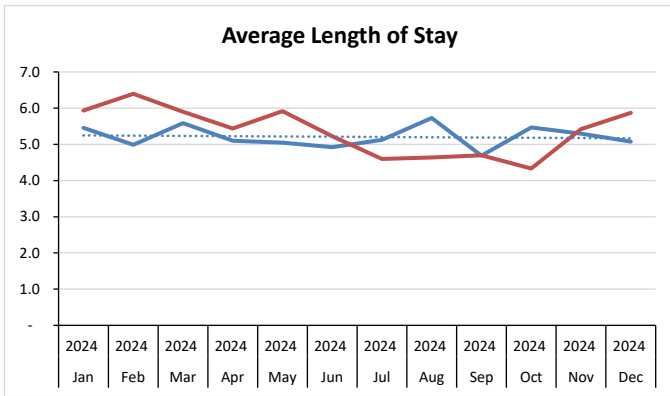
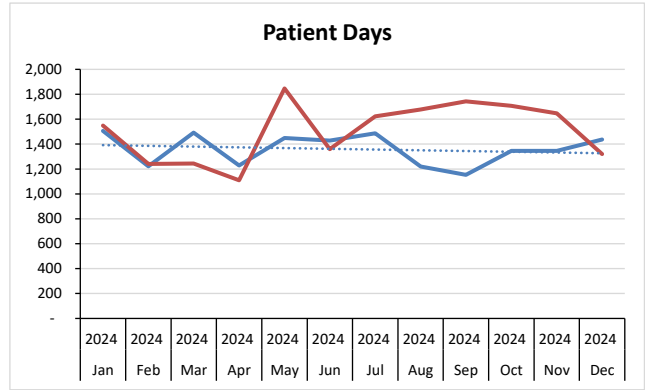
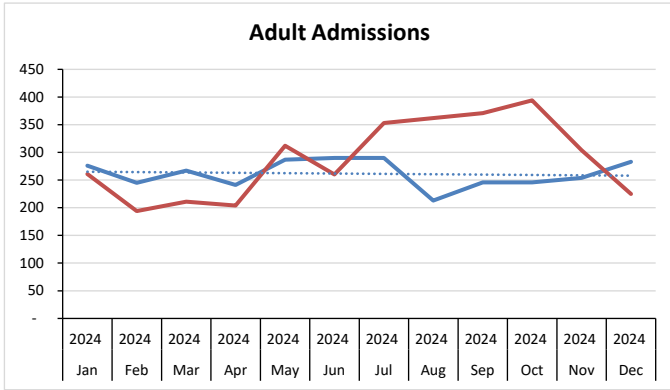
Monthly Cash Flow

Unaudited

	July 2024	August 2024	September 2024	October 2024	November 2024	December 2024	Year-to-Date 2025
<u>Cash Flow From Operating Activities</u>							
Net Income/(Loss)	\$ (1,177,660)	\$ (1,312,119)	\$ (1,408,834)	\$ 679,000	\$ (4,226,515)	\$ (4,106,802)	\$ (11,552,930)
<i>Adjustments to reconcile net income to net cash:</i>							
Add: Depreciation	620,461	638,001	594,594	611,529	588,618	607,844	\$ 3,661,048
Capital Lease Interest	6,392	6,872	6,084	8,388	6,298	5,505	\$ 39,539
Bond Interest	583,254	583,254	583,254	583,254	583,254	583,254	\$ 3,499,527
Accounts Receivable	1,228,927	1,215,760	(1,099,944)	(2,571,768)	366,247	(297,067)	\$ (1,157,845)
Other Receivables	(74,849)	(263,422)	43,018	52,206	(138,407)	(178,151)	\$ (559,605)
Inventory	(55,005)	(20,529)	(7,897)	(56,647)	(60,274)	8,170	\$ (192,182)
Prepaid Expenses/Other Assets	(420,397)	(339,190)	(301,921)	(517,655)	162,944	63,703	\$ (1,352,518)
Accounts Payable and Accrued Expenses	890,314	(1,457,213)	447,591	2,117,480	737,771	40,866	\$ 2,776,810
Accrued Compensation and Benefits	(1,200,182)	47,927	241,976	487,760	465,506	988,588	\$ 1,031,576
Third-Party Liabilities	(1,559,337)	(1,263,735)	(1,039,768)	1,987,677	(2,904,566)	1,788,932	\$ (2,990,797)
Net Pension Obligation	376,111	386,267	386,267	719,600	719,600	719,600	\$ 3,307,445
<i>Net Cash From Operating Activities</i>	<i>\$ (781,971)</i>	<i>\$ (1,778,127)</i>	<i>\$ (1,555,579)</i>	<i>\$ 4,100,824</i>	<i>\$ (3,699,523)</i>	<i>\$ 224,441</i>	<i>\$ (3,489,935)</i>
<u>Cash Flow From Investing Activities</u>							
Fixed Assets - Gross	\$ (1,605,629)	\$ (2,237,324)	\$ (1,109,526)	\$ (1,558,076)	\$ (330,662)	\$ (286,058)	\$ (7,127,275)
Intangible Assets - Gross	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restricted Assets	3,878,422	(666,747)	(661,044)	(11,007)	(1,336,456)	2,702,039	\$ 3,905,208
<i>Net Cash From Investing Activities</i>	<i>\$ 2,272,793</i>	<i>\$ (2,904,070)</i>	<i>\$ (1,770,571)</i>	<i>\$ (1,569,082)</i>	<i>\$ (1,667,118)</i>	<i>\$ 2,415,981</i>	<i>\$ (3,222,067)</i>
<u>Cash Flow From Financing Activities</u>							
Bond Payable	\$ (4,688,544)	\$ -	\$ -	\$ -	\$ -	\$ (3,374,631)	\$ (8,063,175)
Capital Leases	(215,830)	(265,822)	23,291	(277,377)	(249,402)	(276,416)	\$ (1,261,556)
Notes Payable	-	-	-	-	-	-	\$ -
<i>Net Cash From Financing Activities</i>	<i>\$ (4,904,374)</i>	<i>\$ (265,822)</i>	<i>\$ 23,291</i>	<i>\$ (277,377)</i>	<i>\$ (249,402)</i>	<i>\$ (3,651,047)</i>	<i>\$ (9,324,731)</i>
Total Change In FY 2025 Cash	\$ (3,413,552)	\$ (4,948,020)	\$ (3,302,858)	\$ 2,254,364	\$ (5,616,043)	\$ (1,010,624)	\$ (16,036,733)
Cash & Cash Equivalents, Beginning Balance	19,989,682	16,576,130	11,628,110	8,325,252	10,579,617	4,963,574	19,989,682
Cash & Cash Equivalents, Ending Balance	\$ 16,576,130	\$ 11,628,110	\$ 8,325,252	\$ 10,579,617	\$ 4,963,574	\$ 3,952,950	3,952,950

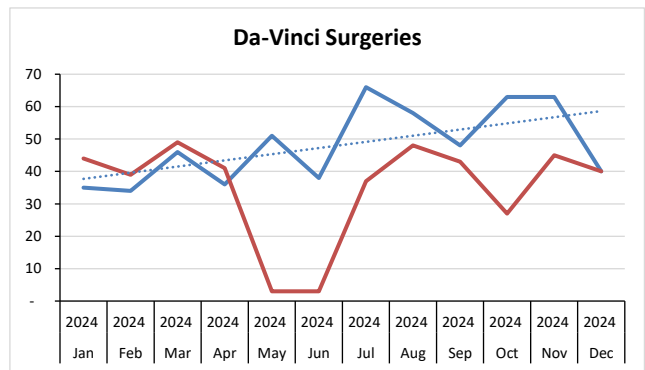
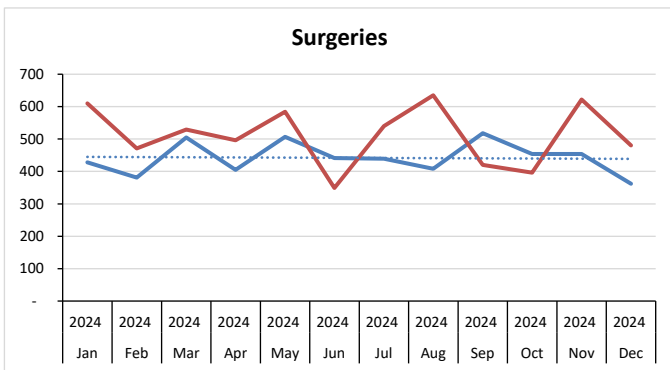
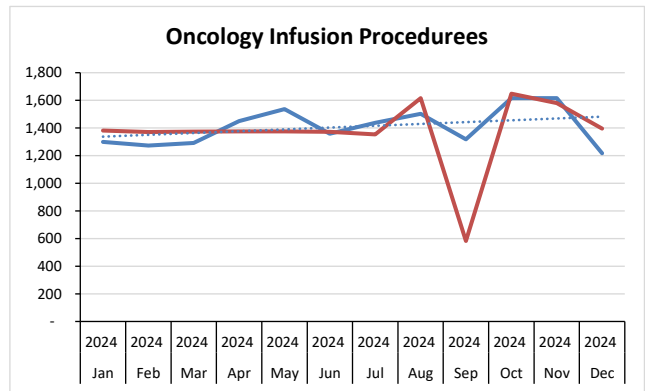
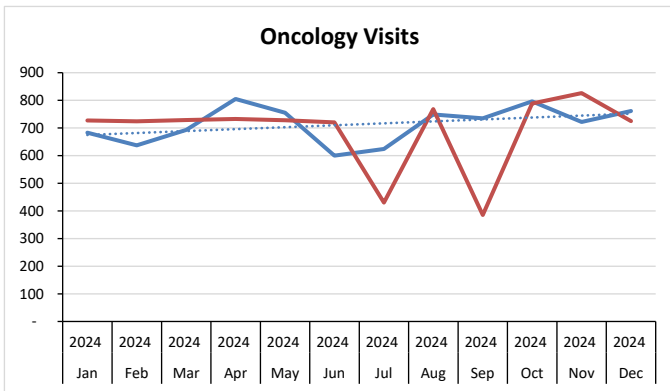
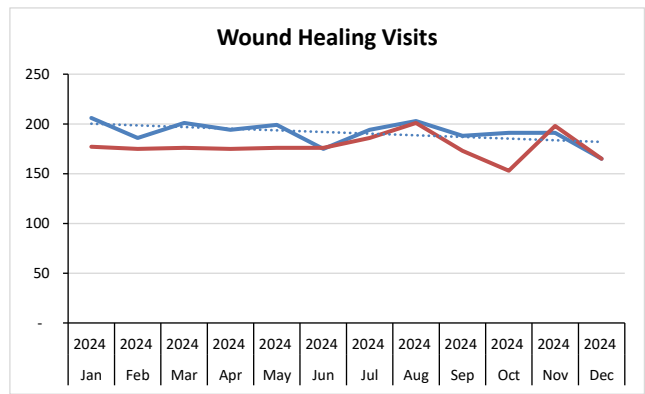
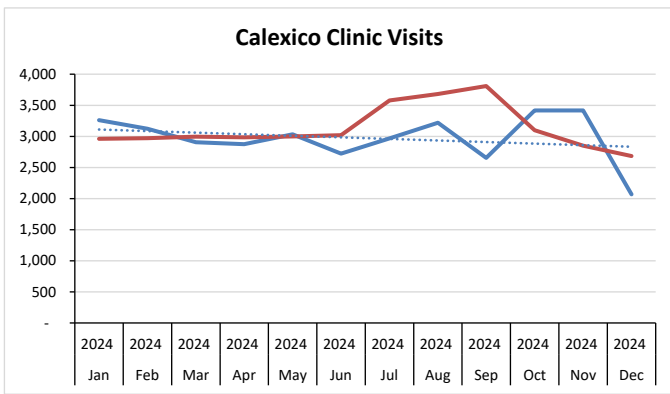
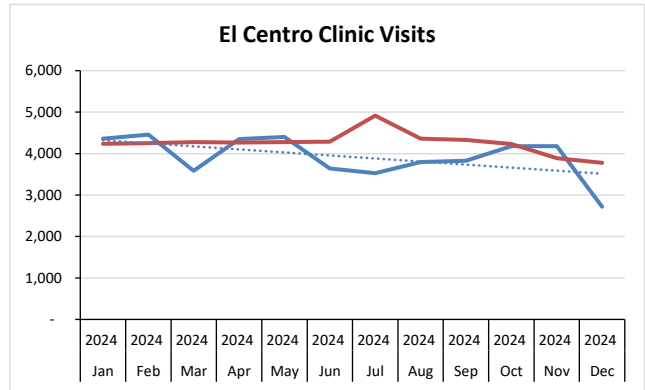
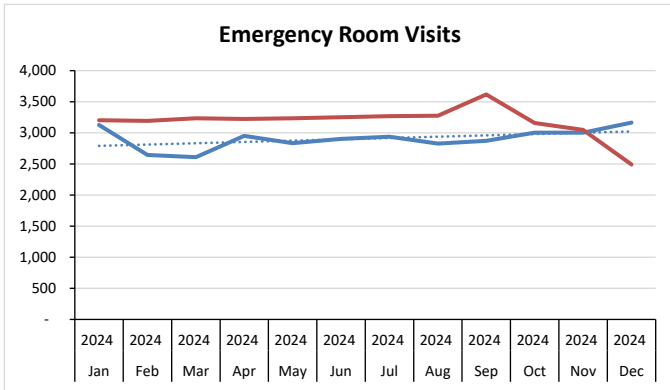
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El Centro Regional Medical Center Rolling-12 Volume trend



█ BUDGET
█ ACTUALS

El Centro Regional Medical Center Rolling-12 Volume trend



█ BUDGET
█ ACTUALS



TO: HOSPITAL BOARD MEMBERS
FROM: Kimberly Probus, Chief Nursing Officer
DATE: January 27, 2025
MEETING: Board of Trustees
SUBJECT: 2024 ANNUAL NURSING REPORT

BUDGET IMPACT:

- A. Does the action impact/affect financial resources? ___Yes _X_ No
B. If yes, what is the impact amount: cost of legal services as utilized.

BACKGROUND: Year-end review of Clinical Services under the Chief Nursing Officer.

DISCUSSION: Patient care processes are track, trended and monitored for quality. This year one overview will serve as baseline for ongoing improvement and growth.

RECOMMENDATION: Informational

ATTACHMENT(S):

- 2024 Annual Nursing Report Presentation

Approved for agenda, Chief Executive Officer

Date and Signature: _____

Pablo Velazquez



2024 Annual Nursing Report

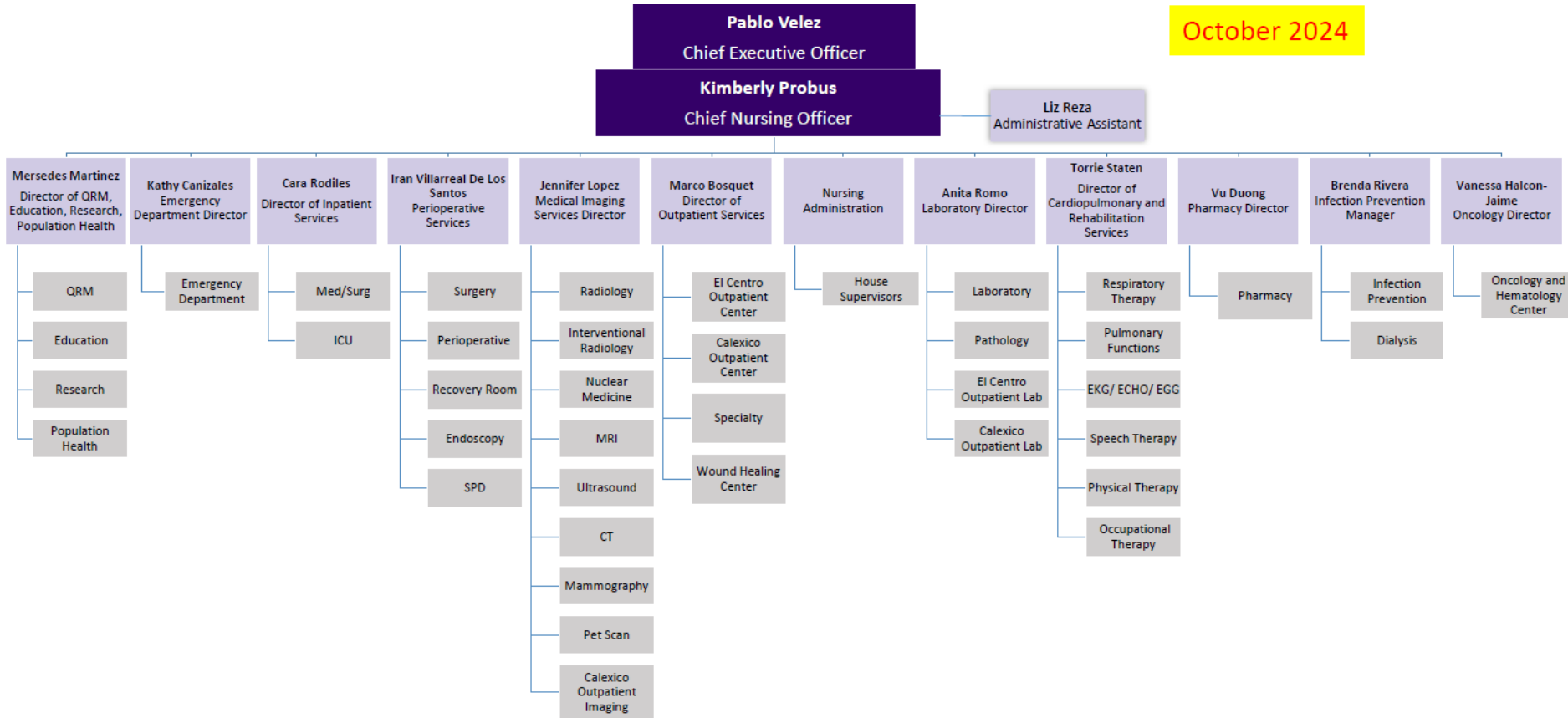
Kimberly Probus, DHA, DNP, MBA, MSN, RN, NEA-BC, CEN

Chief Nursing Officer

2024 Annual Nursing Report

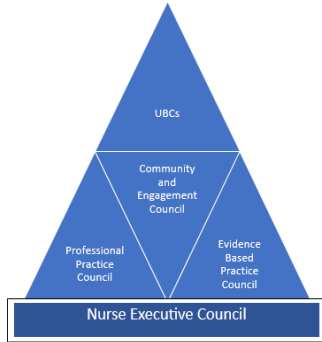
ECRMC Nursing Organization Chart

October 2024

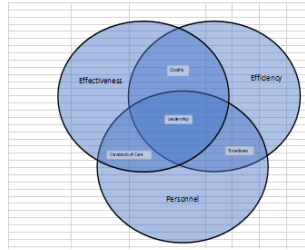


2024 Annual Nursing Report

2024 At a Glance



CNO work plan



Throughput in a Critical Access Hospital ED

Kimberly Probus, DNP, MBA, MSN, RN, NEA-BC, CEN
Todd Smith, PhD, MBA, MSHA, RN
Capstone College of Nursing - The University of Alabama

Purpose
Critical hospitals have different resources and capabilities, but still need to meet requirements for evidence-based practice. The purpose of this project was to translate evidence from large academic medical centers into practice in a CAH and successfully implement an ED throughput plan for compliance with CPGs and regulatory mandates.

Methods
Interventions appropriate to the setting were selected and applied as an organizational commitment to throughput for safety, satisfaction, service, and quality. Subsequent chart reviews and two sample t-tests were performed to compare the mean times in same time period in the prior year to the mean times in the sample population. Regression was used to compare patient weights pre- and post-intervention. Organizational, nursing, and social theories were used as a framework.

Discussion
• 62% decrease in overall LOS
• 63% decrease in bed end time
• 81% decrease in patients leaving prior to treatment completion.
Use of creative education, direct bed-holding, creative use of existing space, bed about strategy for separate admissions, and team-based throughput in a CAH where other strategies are not effective.
Nursing and patient satisfaction and quality of care (PAC-90 scores) have also been shown to improve with throughput.
Literature is limited in this specific setting and this study contributes to that knowledge with theoretical underpinnings, team-based disciplines, and change of nursing practice to provide better care for emergency patients in rural and hospitals.
Special thanks to John Night, DNP, RN, CRRN, PNC, NEA-BC.

Challenges
• 62% decrease in overall LOS
• 63% decrease in bed end time
• 81% decrease in patients leaving prior to treatment completion.

Results
• Timely discharges, immediate bed-holding, creative use of space, "humanized" time limits, organizational commitment, collaboration

Conclusion
The TCTOC protocol represents effective measures specific to the unique environment of a rural critical access hospital to address ED throughput and increase patient care quality, satisfaction, and access, and to facilitate process can be used in other CAHs.

Table 1: Nursing Supervisor

Table 2: NURSING SUPERVISOR REPORT

Table 3: NURSING SUPERVISOR REPORT

Table 4: NURSING SUPERVISOR REPORT

Table 5: NURSING SUPERVISOR REPORT

Table 6: NURSING SUPERVISOR REPORT

Table 7: NURSING SUPERVISOR REPORT

Table 8: NURSING SUPERVISOR REPORT

Table 9: NURSING SUPERVISOR REPORT

Table 10: NURSING SUPERVISOR REPORT

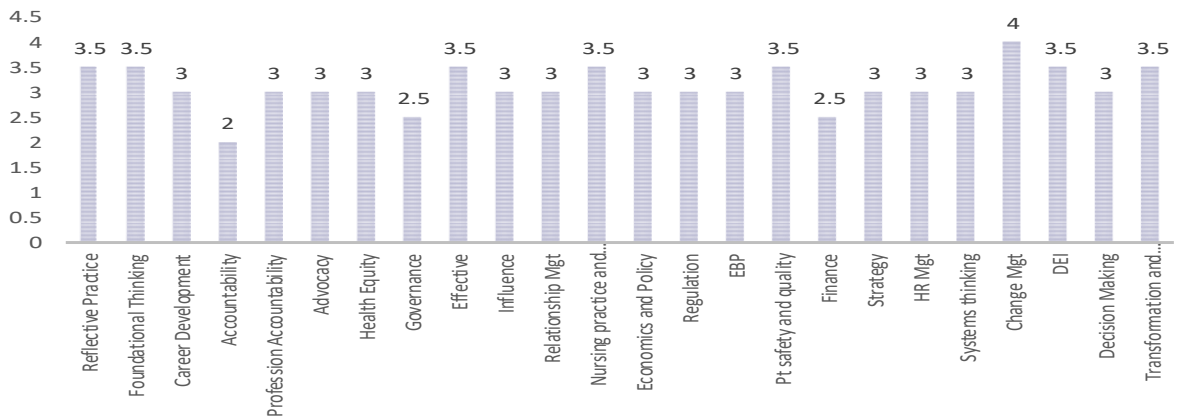
- Stat x ADC = Total Hours Worked
- Stat / ADC = Hours per Stat
- ALOS = Total UOS / ADC

AMERICAN NURSES CREDENTIALING CENTER

CELEBRATE CERTIFIED NURSES

MARCH 19

NURSING LEADRESHIP COMPETENCIES AONL ASSESSMENT



Implementing & sustaining for change

1. Create urgency
2. Form a powerful coalition
3. Create a vision for change
4. Communicate the vision
5. Empower action
6. Create quick wins
7. Build on the change
8. Make it stick

Engaging & enabling the organisation

Creating the climate for change

ECRMC
El Centro Regional Medical Center
An Agency Of The City Of El Centro

Nurses Week Mayoral Proclamation



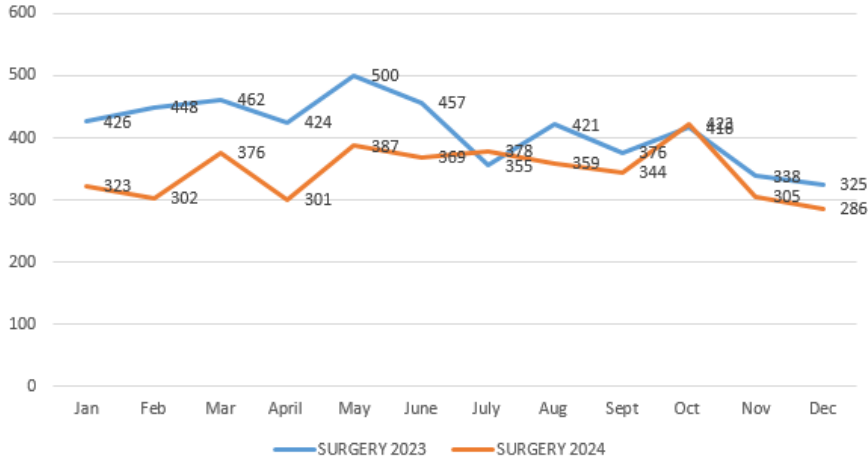
On Monday, May 6, National Nurses Day, El Centro Mayor Sylvia Marroquin visited the El Centro Regional Medical Center (ECRMC) to show her appreciation for the work that the nursing staff had put in. The chief nursing officer was met with cheers from the staff when the mayor presented a proclamation proclaiming the city's celebration of National Nurses Week, which will be observed from May 6–12, 2024.

The Valley's health is greatly dependent on the ECRMC Registered Nurses, who have worked together on numerous studies and improvement techniques that have produced measurable outcomes and improved the health of the community. We are grateful to the nurses at El Centro Regional Medical Center and its clinics for their dedication to delivering a vital service that promotes community health.

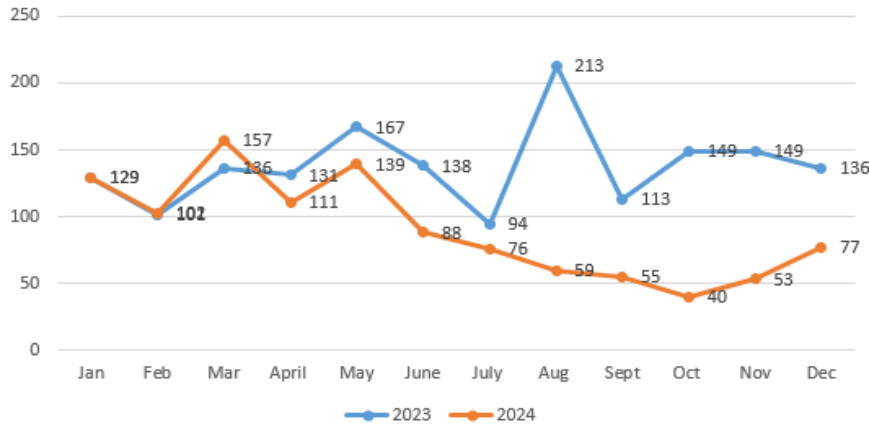
2024 Annual Nursing Report

Perioperative Services

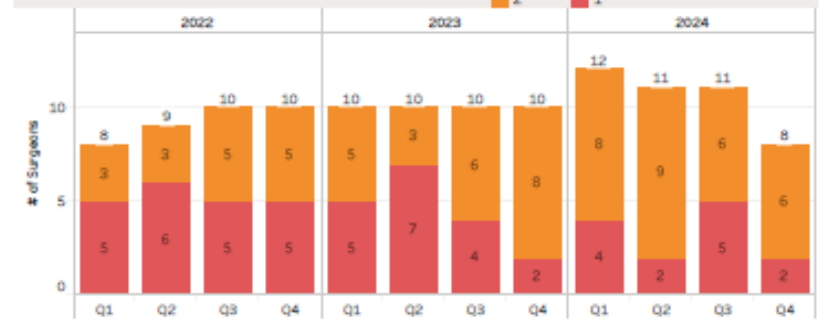
SURGERY VOLUME



Endoscopy



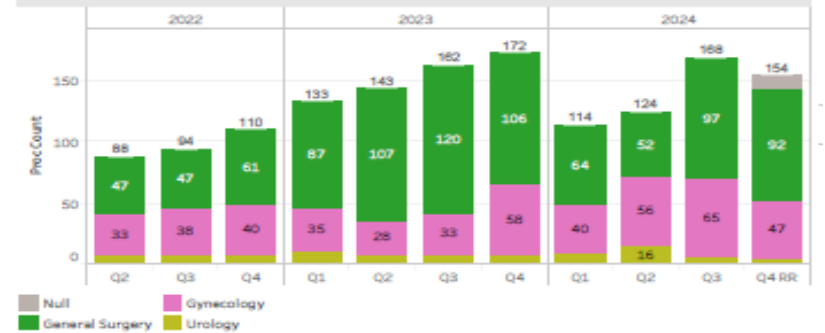
Average Cases per Day



Cost per Case



Total Procedure Count By Category



2024 Annual Nursing Report

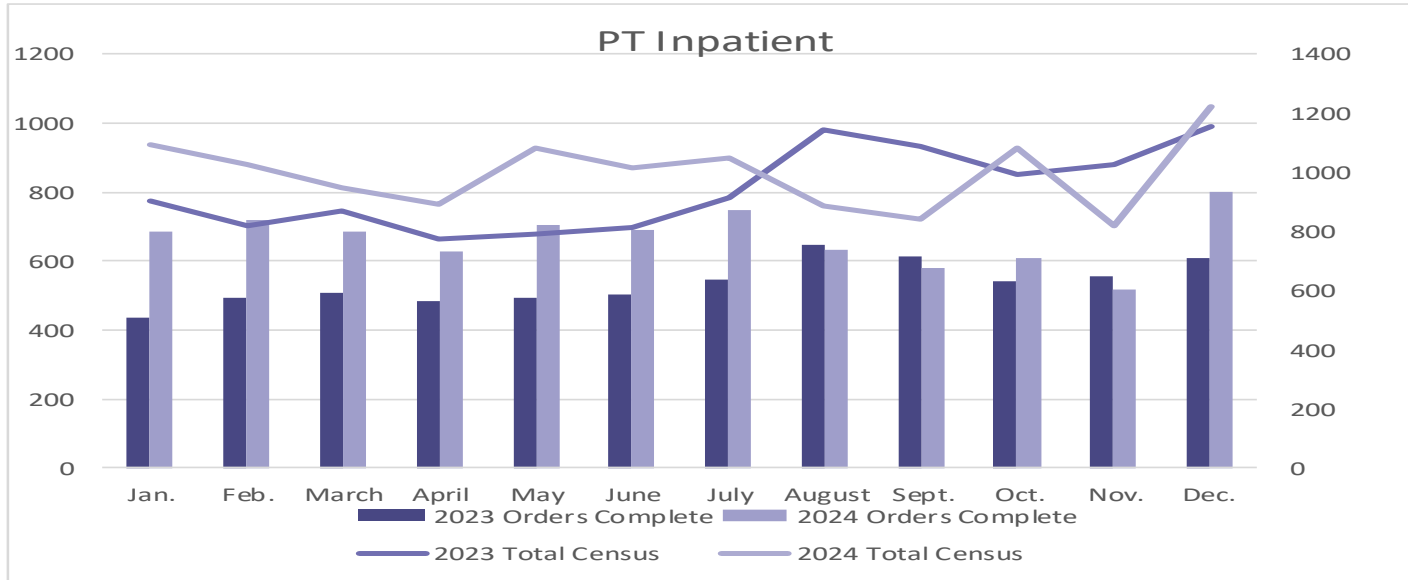
Emergency Department

Indicators or Issues or Activities	Bench- mark	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct
LAST YEAR	n	2878	2531	2877	2835	3183	2929	2907	2901	2891	2987
TOTAL ER VISITS	n	3061	2755	2880	2967	3145	2920	2912	2903	3034	3033
Average visits per day	n	99	95	93	99	101	97	94	94	101	98
LWOT actual number	n	106	85	81	71	83	92	93	71	73	95
LWBS actual number	n	108	77	99	78	125	111	85	76	98	111
Total Admissions	n	360	343	349	327	369	388	365	312	325	327
Admission %	n	12%	12%	12%	11%	12%	13%	13%	11%	11%	11%
Total MS Admissions	n	328	320	319	291	349	358	322	287	297	302
Total ICU Admissions	n	32	23	31	33	20	30	31	25	28	25
Total Transfers	n	123	132	138	142	114	107	121	103	130	144
Transfers to PMH	n	9	11	9	7	7	11	12	5	3	5
Transfer %	n	4.0%	5.0%	5.0%	5.0%	4.0%	4.0%	4.0%	4.0%	4.0%	5.0%
ER Mortalities	n	8	3	5	9	5	3	7	3	3	2
Door to Door (mean)	TAT	268	275	250	263	243	274	376	334	394	455
Door to Door (mean)	TAT	709	674	768	575	690	784	819	645	620	720
Admitted patient TAT (A/D)	420min	1220	1057	1443	863	1141	1338	1638	1012	980	1236
Adm-Arrival to care Complete (A/C)	240min	371	331	331	317	360	354	333	333	376	362
Adm-Care Complete to Depart (C/D)	180min	846	724	1115	546	781	981	1307	682	603	877
Discharged patient TAT (A/D)	180min	293	274	280	275	295	291	291	271	284	285
Adm-Arrival to care Complete (A/C)	150min	250	237	243	238	259	252	251	236	247	249
Adm-Care complete to Departure (C/D)	30 min	42	37	37	37	35	40	41	37	37	36
Transferred patient TAT (A/D)	180min	613	693	580	587	633	573	527	651	597	639
Trans-Arrival to care Complete (A/C)	120min	317	327	320	329	425	338	215	396	341	358
Trans-Care complete to Departure (C/D)	60 min	295	313	261	258	205	239	211	257	256	281
Transferred TAT ACS Patients	120min	11884	658	673	1481	10332	542	700	632	724	643
Hospitalist Dec to Orders MS	60min	692	547	1465	625	716	1039	1626	751	584	998
Hospitalist Dec to Orders ICU	60min	458	766	746	266	303	382	786	461	503	576
Mean "Door to all Provider"	20 min	62	52	57	53	62	59	57	55	51	54

Emergency Department



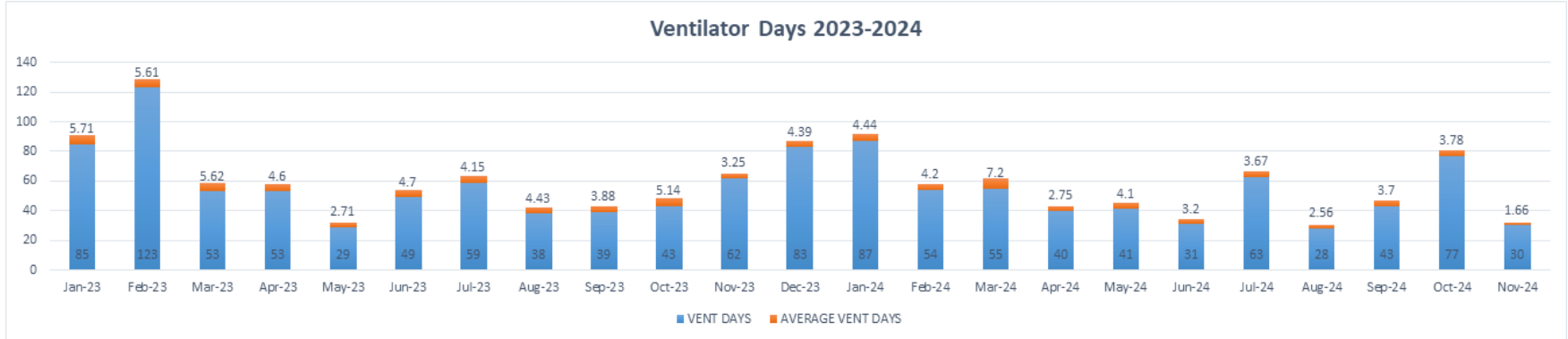
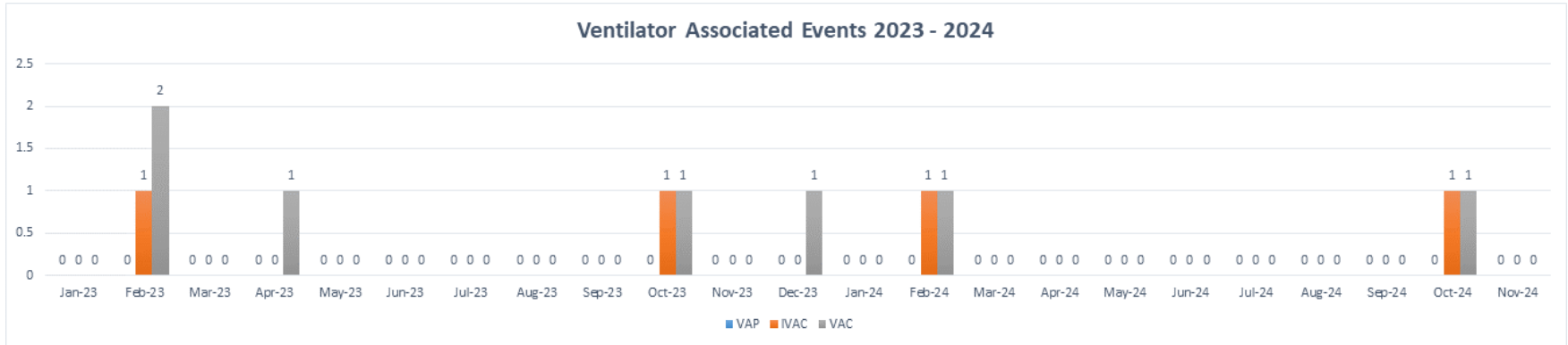
Rehabilitation Services



Speech Therapist Shayla Flores has increased our services by training to provide FEES—fiberoptic endoscopic swallowing studies, a program we hope to increase in the new year.

2024 Annual Nursing Report

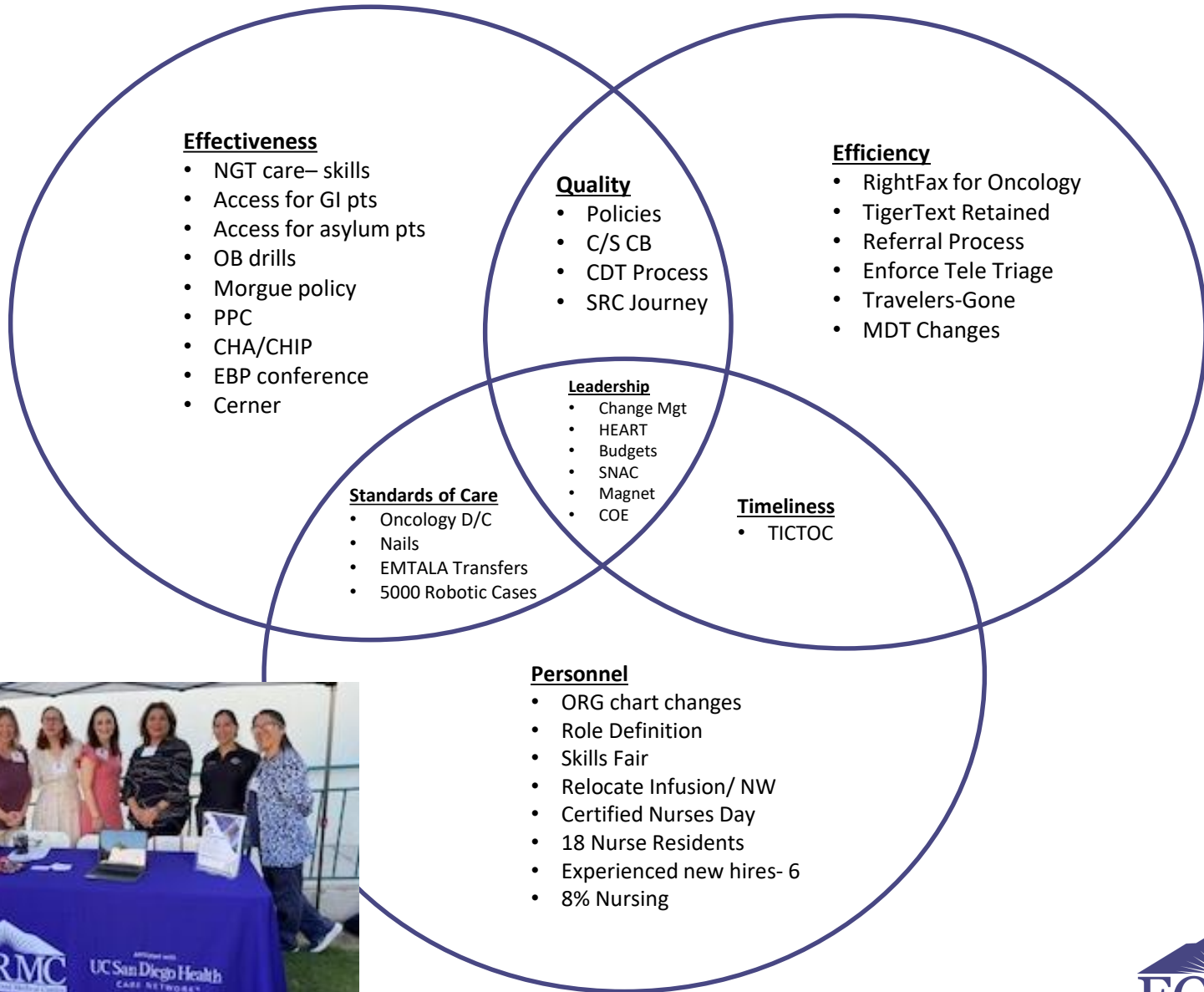
Cardiopulmonary Services- RT, EKG, ECHO



Torrie Staten, RRT, AE-C, received her Master of Science in Respiratory Care from Loma Linda University. She presented to CHEST conference and was promoted to assume responsibility for Rehabilitative Services.

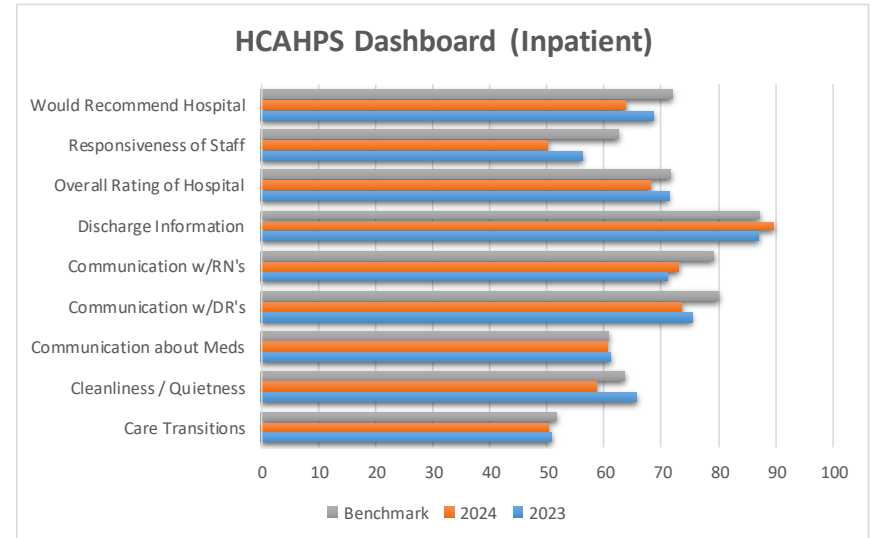
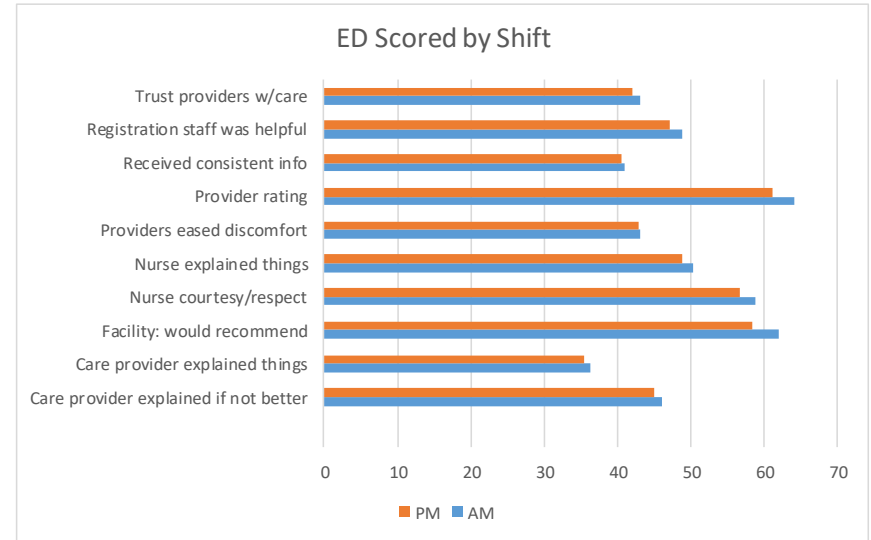
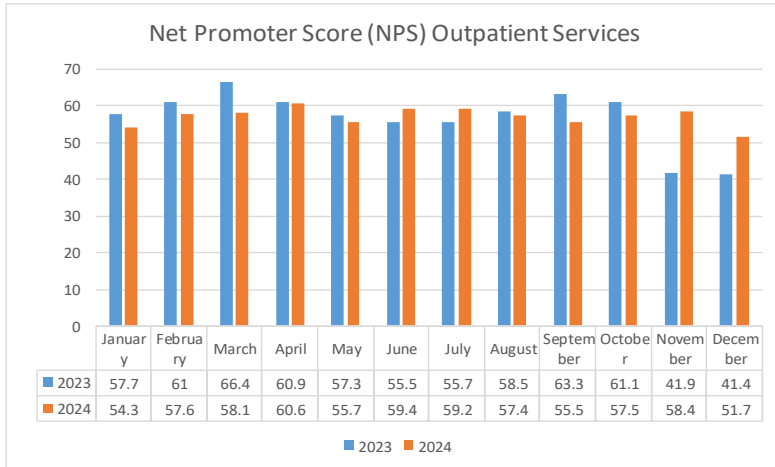
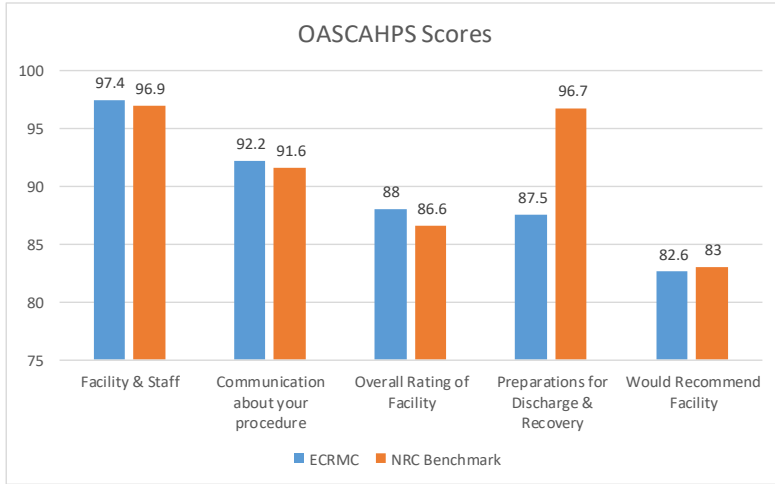


2024 Annual Nursing Report



2024 Annual Nursing Report

Patient Experience



2024 Annual Nursing Report

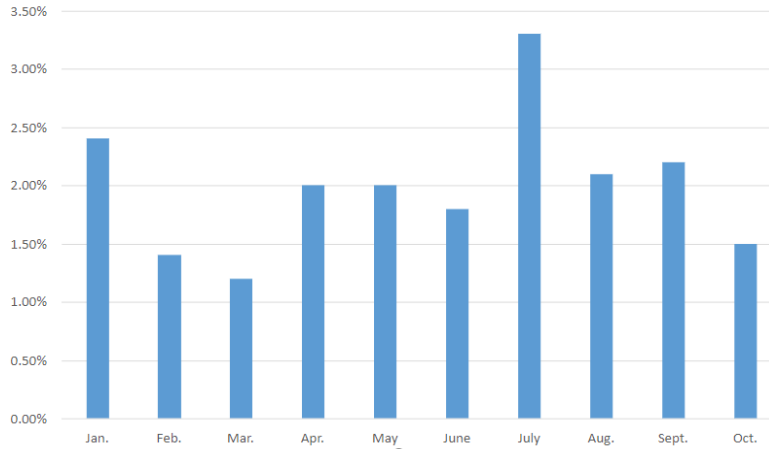
Laboratory

2024 Accomplishments:

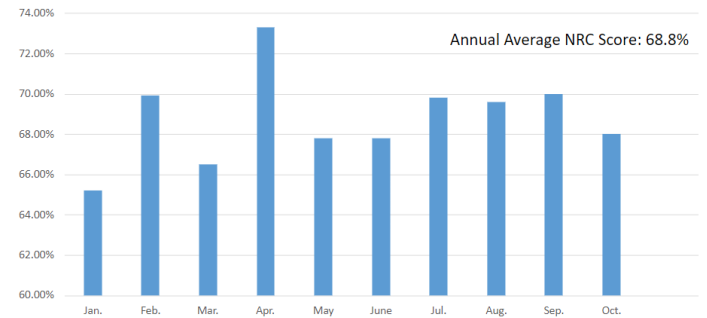
- Successful CAP survey
- New, state of the art equipment
- Aligned leadership
- Multiple promotions
- Reorganized department



2024 Blood Culture Contamination Rate

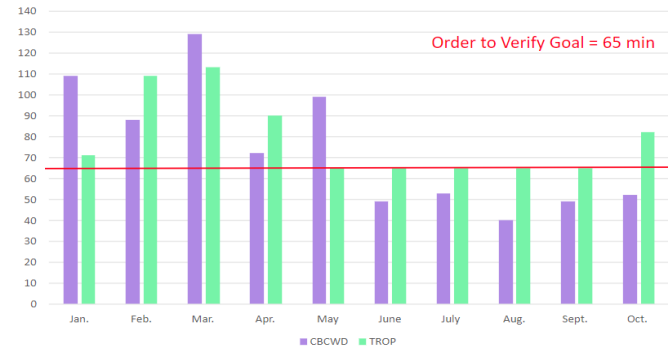


Patient Satisfaction Score (NRC)



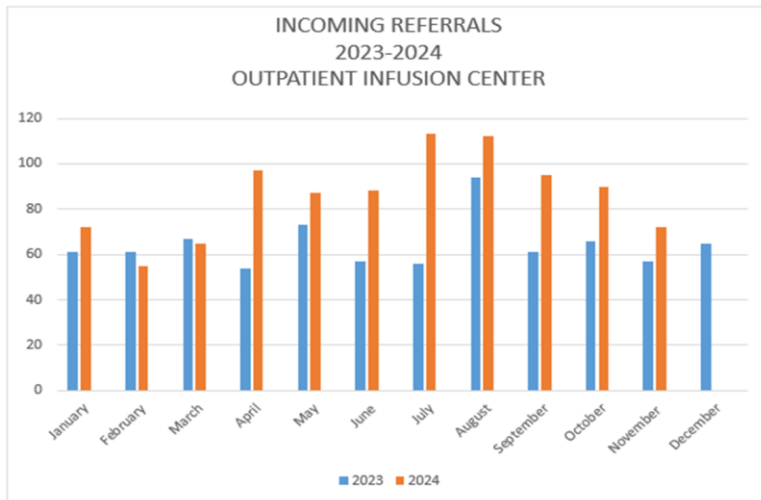
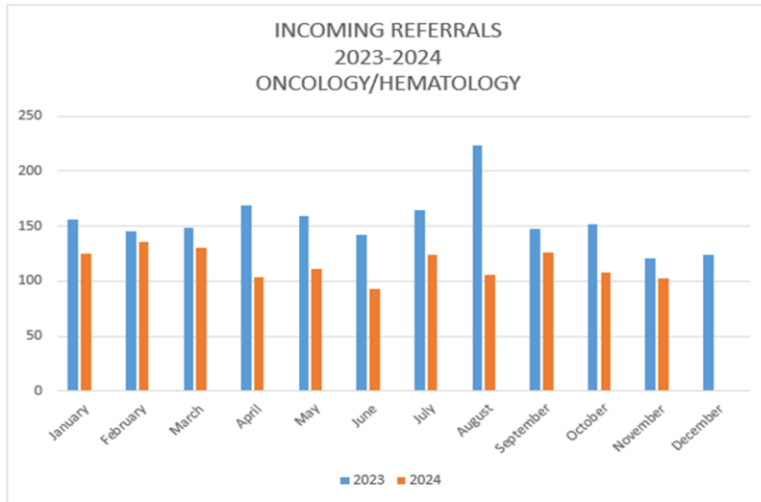
Jan.	Feb.	Mar.	Apr.	May	June	Jul.	Aug.	Sep.	Oct.
65.2%	69.6%	66.5%	73.3%	67.8%	67.8%	69.6%	69.0%	70.0%	68.0%

Stat ER CBC & TROP Average Turn-Around-Time (Order to Verification)



	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.
Average (Min.)	CBC: 109 TROP: 71	CBC: 88 TROP: 109	CBC: 129 TROP: 113	CBC: 72 TROP: 90	CBC: 99 TROP: 65	CBC: 49 TROP: 65	CBC: 53 TROP: 65	CBC: 40 TROP: 65	CBC: 49 TROP: 65	CBC: 52 TROP: 82
Total # Tests	CBC: 1,976 TROP: 1,087	CBC: 1,774 TROP: 982	CBC: 1,963 TROP: 947	CBC: 1,907 TROP: 963	CBC: 2,136 TROP: 1,055	CBC: 1,840 TROP: 953	CBC: 1,870 TROP: 944	CBC: 1,820 TROP: 918	CBC: 1,807 TROP: 913	CBC: 1,870 TROP: 944

Oncology, Hematology and Infusion Center

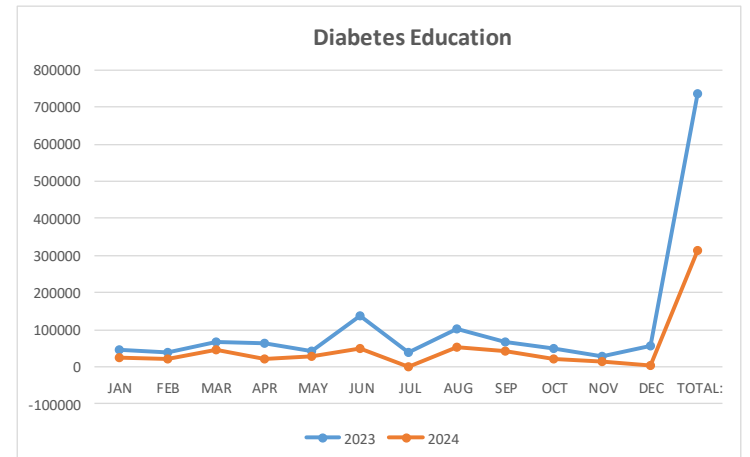
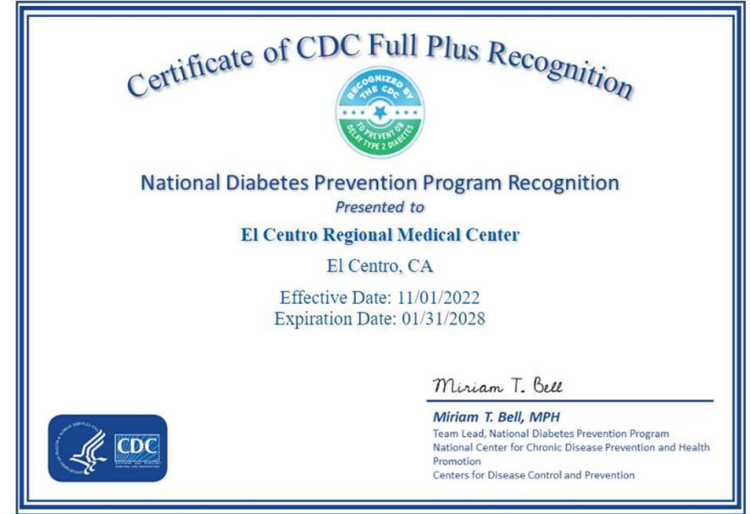


- ONCOLOGY experienced a lot of change this year.
- They absorbed and maintained the influx of an entire book of business from PMH.
- The job mapping and time study activities early in the year revealed lots of opportunity for improvement.
- They have successfully moved from paper to electronic documentation.
- They opened a new INFUSION CENTER where patients are seen from oncology, emergency, and outpatient.
- Oncology decreased turnaround time from referral to appointment to 84% on a goal of 90%, with 4 months over 90%.



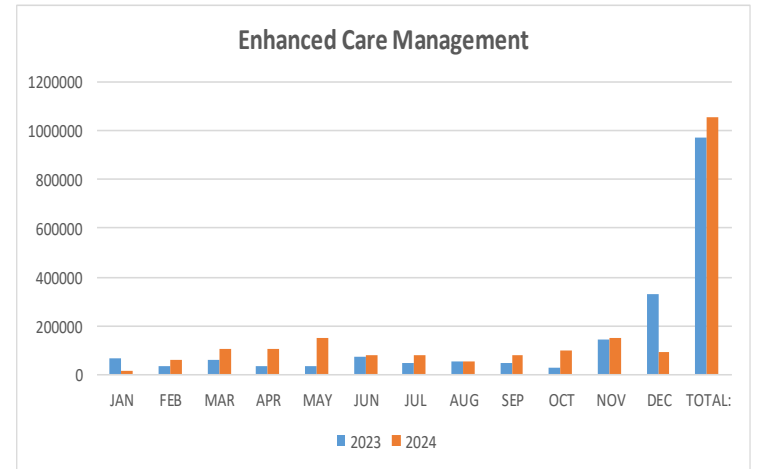
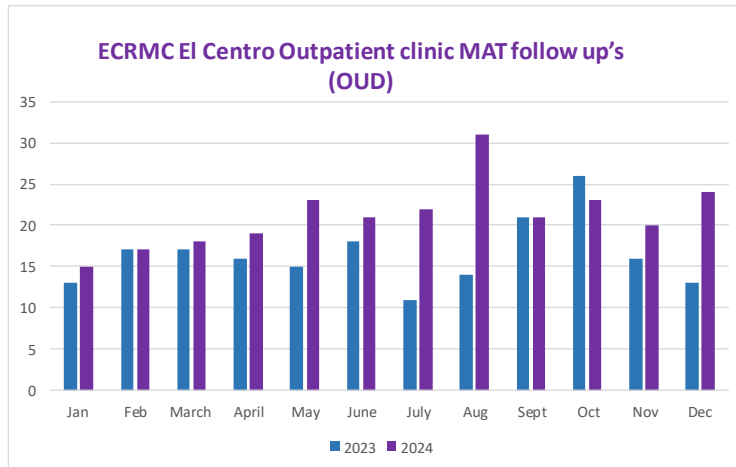
Population Health- Diabetes

Dr. Stephen Jaime recently earned his PhD and has led a fully accredited and well recognized diabetes education program. Dr. Jaime has presented at many educational events and the Capital Building, Washington, D.C. Recent changes to the public health care plan for Imperial Valley has dramatically reduced referrals and revenue by more than 50%.



Population Health

Joanna Partida has earned an award for her effectiveness as a substance use navigator in the CalBridge program, and also earned her Bachelors degree in management while increasing her service's volume by as much as 50% in some months.



CA BRIDGE NAVIGATOR SPOTLIGHT

We are shining a light on Joanna's accomplishments and dedication to expanding medication for addiction treatment.

Since 2021 as a navigator, Joanna has shown remarkable dedication to CA Bridge as an expert panelist and participation in projects including the Navigator Council and Native Connections. She serves as a role model as she has excelled in expanding community outreach.

Joanna, thank you for making the CA Bridge program a success!

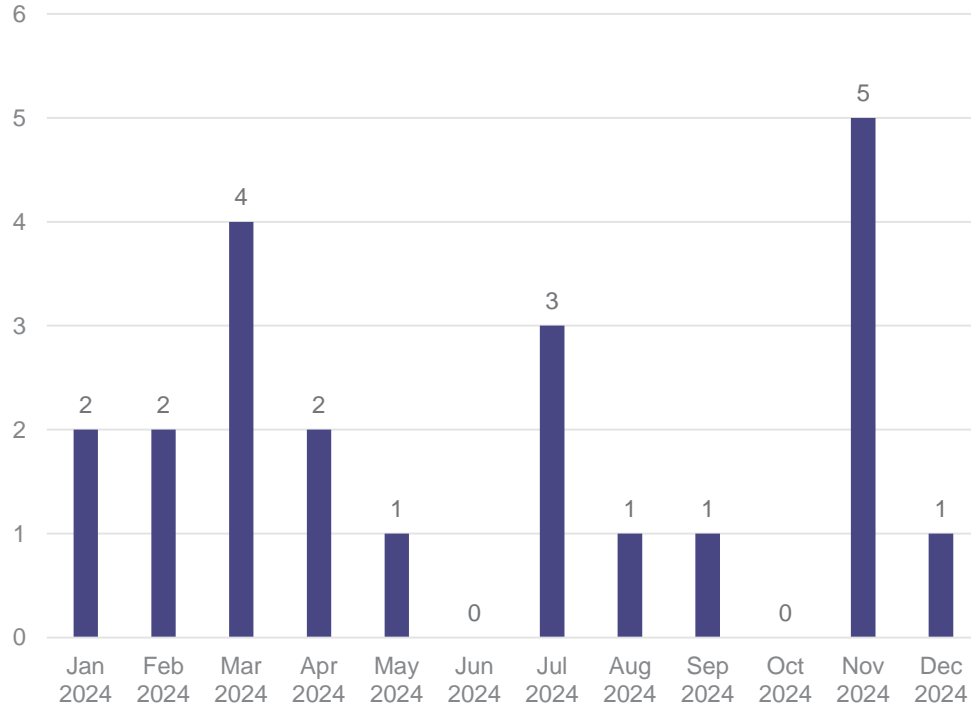


Joanna Partida
El Centro Regional Medical Center

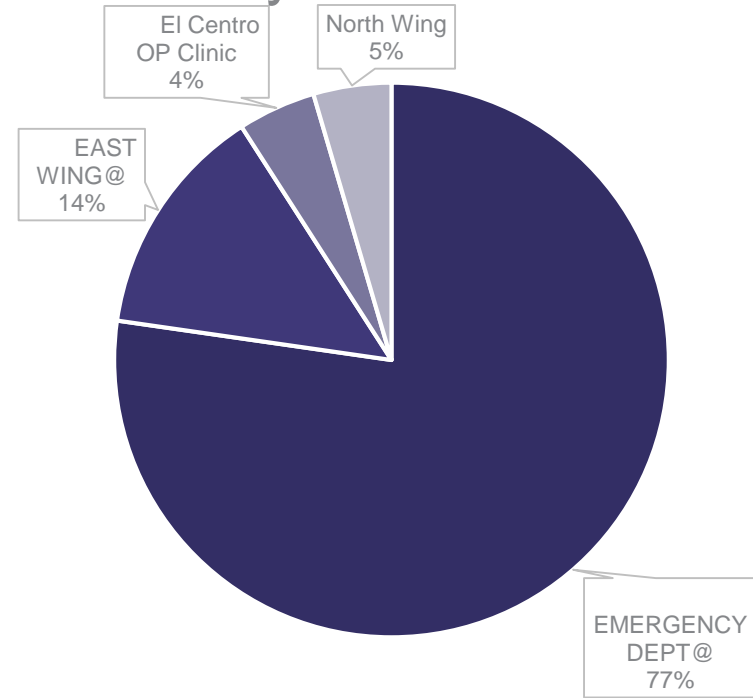


Workplace Violence

WorkPlace Violence 2024



WPV by Location 2024



Looking Ahead

- Quality
 - CIWA Protocol
 - Bloodless Survey Program
 - Research- ED Geriatric Level 2
- Service
 - Collaboration with educational programs
 - CHIP implementation plan
- People
 - Collaboration with Navy Nurse Corp
 - Implement Shared Governance structure with first meeting of SNAC
 - Seasonal float pool

