
Submitted to: PSFDH Board of Directors
Submitted by: R. Dyke, Chair Finance & Audit Committee
Date: March 24, 2026
RE: Committee Report to Board of Directors

Date of meeting: March 19, 2026

Date of next meeting: May 21, 2026

Finance Committee Key Messages:

Financial Update

- The January Financial health dashboards and statements were included in the package.
- E. Farrell walked through the financial reporting package and noted the following:
- We are 84% of the way through the fiscal year and have recognized 95% of our budgeted annual revenues and 82% of our budgeted annual expenses.
- We have \$4.6M in available cash and are now anticipating cash failure in July.
- The current ratio is 0.69 and working capital deficit has grown to \$8.2M.
- Our ministry revenues are favourable with the recognition of \$5.9M of one-time pressures funding, along with increased ERAFA + HOCC funding and unfavourable QBP revenues.
- Our expenses are all overall currently favourable as well with salaries favourability to due vacancies and favourable OT with partial offset due to agency costs and sick time. Overall unfavourability in the compensation line is due to the increase in ERAFA and HOCC which is funded by additional revenues.
- Net favourability in supply costs is mainly due to timing of expenditures and favourability in general supplies, interest and contingencies.
- Amortization is also favourable due to the revised lower total project cost for Lumeo and due to the timing of amortization commencing.
- In the month of January, we actually have unfavourability in overall wages and benefits due to high sick time in January as we saw in November and December.
- In closed session E. Farrell shared that the hospital received one-time pressure funding in February and March totalling of \$1.67M which is still under embargo.
- E. Farrell shared that the cash advance request has been endorsed by the OH and is now with the MoH.

Other Matters

- M. Cohen shared a presentation of “Getting to Great” in response to a request at the last board meeting.

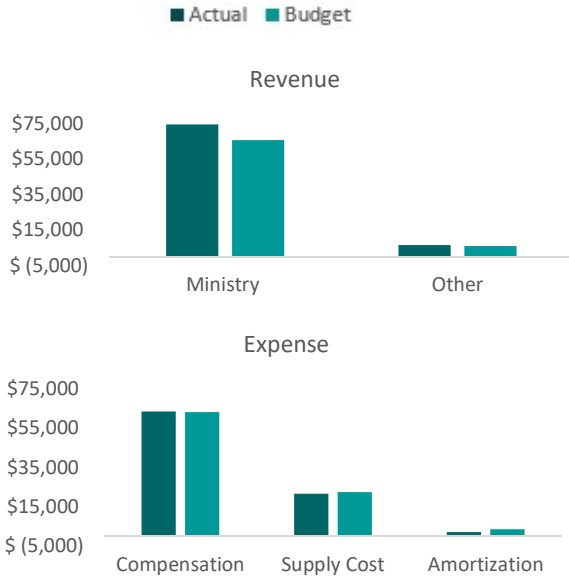
- The presentation illustrates at a high level what would be needed to bring the hospital to “expected levels” or consistent with our peers as well as what would be required to excel or be “above average”.
- The presentation stimulated much discussion and a version of the presentation will be presented to the Board at a future meeting.

JANUARY FINANCIAL DASHBOARD

(in thousands of dollars)

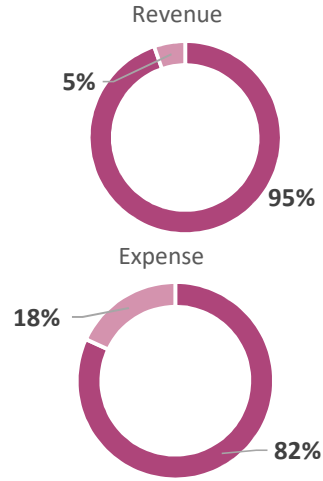


YTD PERFORMANCE

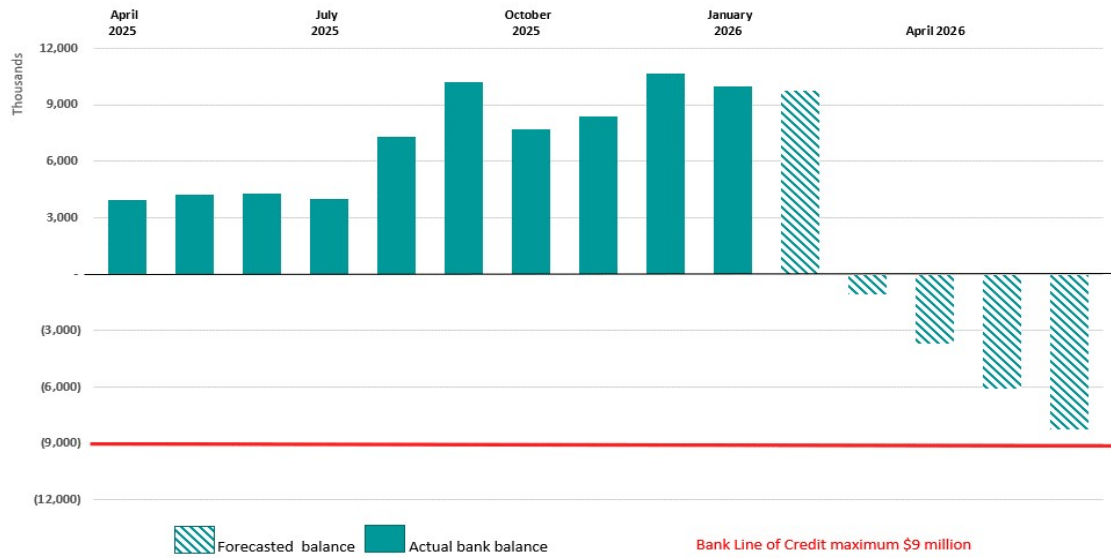


BUDGET REMAINING

■ % Annual Budget Utilized ■ % Budget Remaining
 Target Utilization 10 Months YTD = 84%



CASHFLOW FORECAST



CURRENT RATIO

0.69

CASH AVAILABLE

\$4,659

OPERATIONS MARGIN

-8%

DEBT

Short-Term \$ 1,056
 Long-Term \$ 15,391

WORKING CAPITAL

(\$8,236)

TOTAL DEBT TO ASSETS

1.12

PERTH AND SMITHS FALLS DISTRICT HOSPITAL
Consolidated Statement of Operations - For the period ended January 31, 2026
(in thousands of dollars)

(\$ in thousands)	10 MONTHS YTD				Annual Budget	VARIANCE ANALYSIS
	Actual	Budget	Variance Fav/(Unfav)			
Revenue						
Ministry	\$ 74,804	\$ 65,896	\$ 8,908	\$ 78,602		<i>Favourable due to one-time pressure funding \$5.9M, increased hospital allocation vs. budget \$748k YTD, Increased ERAFA + HOCC base \$2.7M offset by unfavourable QBP revenues (\$551k)</i> <i>Favourable due to timing of uninsured Patient revenues (Out of Country/Province), offset by lower usage preferred accommodations. Additional favourability due to unbudgeted LCMH Grants (Bridge House) \$400K, offset by expenses.</i>
Other	\$ 6,546	\$ 6,061	\$ 485	\$ 7,230		
Total Revenue	\$ 81,350	\$ 71,957	\$ 9,393	\$ 85,832		
Expenses						
Compensation	\$ 63,611	\$ 63,343	\$ (268)	\$ 75,556		<i>Favourable salaries and benefits due to vacancies and favourable overtime, partially offset by shifts staffed with agency. Current month favourability continued to reduce due to additional staffing for surge spaces, increased sick time and paid leave. Unfavourable ERAFA + HOCC (funded by revenues)</i> <i>Favourability driven by lower than expected interest charges, timing of execution of annually budgeted contracts, unused Lumeo contingencies.</i>
Supply Cost	\$ 21,708	\$ 22,549	\$ 841	\$ 26,897		
Amortization	\$ 2,220	\$ 3,692	\$ 1,472	\$ 4,403		<i>Favourable due to timing of Lumeo project capitalization.</i>
Total Expense	\$ 87,539	\$ 89,584	\$ 2,045	\$ 106,857		
(Deficit) before Bldg Amort*	\$ (6,189)	\$ (17,627)	\$ 11,438	\$ (21,025)		
Net Consolidated (Deficit)	\$ (6,578)	\$ (18,092)	\$ 11,514	\$ (21,580)		
Hospital Operations Margin %	-8%	-24%				

* Net operations deficit, as per ministry definition before building amortization

PERTH AND SMITHS FALLS DISTRICT HOSPITAL
Consolidated Statement of Operations
Period: January 31, 2026

(in thousands of dollars)

	JANUARY 2026		
	Period Actual	Period Budget	Var Fav/(Unfav)
Revenues			
Ministry revenue	\$ 8,457	\$ 6,675	\$ 1,783
Other patient services	\$ 153	\$ 140	\$ 14
Recoveries and other	\$ 516	\$ 265	\$ 251
Amortization of equipment grants & donation	\$ 210	\$ 210	\$ 1
Total Revenue	\$ 9,336	\$ 7,290	\$ 2,047
Expenditures			
Salaries, wages and benefits	\$ 6,055	\$ 5,680	\$ (375)
Medical staff remunerations	\$ 828	\$ 737	\$ (91)
Medical/surgical supplies	\$ 495	\$ 492	\$ (3)
Drugs	\$ 150	\$ 108	\$ (42)
Other supplies and services	\$ 1,603	\$ 1,586	\$ (17)
Interest	\$ 66	\$ 97	\$ 32
Amortization of equipment	\$ 303	\$ 374	\$ 71
Total Expenditures	\$ 9,500	\$ 9,074	\$ (425)
Operations Surplus/(Deficit)	\$ (163)	\$ (1,784)	\$ 1,622
Non-shareable building grant/depreciation	\$ 47	\$ 47	\$ -
Net Consolidated Margin Surplus/(Deficit)	\$ (210)	\$ (1,831)	\$ 1,622