

Bay Area Hospital District
Joint Board and Finance Committee Meeting Agenda
February 17, 2026 @ Bay Area Hospital, Myrtle Conference Room

TIME

5:00 Call to Order **Simon Alonzo, Chairperson**

- Public Input—3 minutes per speaker

5:15 Patient Success Story **Simon Alonzo, Chairperson**

5:20 Combined 4th Quarter and Annual Compliance report **ACTION ITEM** **Linda Howard, The Fox Group**
 2026 Compliance Work Plan **ACTION ITEM** **Linda Howard, The Fox Group**

5:35 Consent Agenda **ACTION ITEM** **Simon Alonzo, Chairperson**

- Minutes of BOD/Finance meeting
- Approved Minutes of MEC meeting

5:36 Report of the Chief Executive Officer **Gretchen Nichols, CEO**

- Strategic Organizational Updates

5:55 Quality and Patient Safety Committee Report (QPSC) **Patrice Parrott, Secretary**

- **Wound Care Presentation** **Thomas Salazar, Wound Care Program Director**

6:10 Finance Committee Business **Kyle Stevens, Treasurer**

- Financial Update

7:00 Executive Session ORS 192.660(2)
(c) to consider matters pertaining to the function of the medical staff at a public hospital
(f) to consider information or records that are exempt by law from public inspection

7:30 Medical Executive Committee (MEC) Report - 01/2026 **ACTION ITEM** **Derrick Oaxaca, MD, CMO**

7:50 Medical Staff Report **Hammad Qadir, MD, Chief of Staff**

8:05 Board Member Comments **Simon Alonzo, Chairperson**

- Report of the Chairperson
- Board Member Comments

8:15 Adjourn – next regular meeting - Tuesday, March 17, 2026



Quarterly Compliance Board Report

Q4 2025: October – December

Bay Area Hospital | February 17, 2026

Presented By:

Linda Howard, Senior Consultant/Bay Area Hospitals External Compliance Officer

Compliance Program Overview

BAH maintained active governance and enforcement during Q4 2025 with strong training completion. Compliance Committee convened twice for oversight and regulatory alignment.

Q4

97.7%

Training

Q4: 294/301 courses (2.3% past due).

2

Meetings

Regular governance with leadership support from outside consultant

4

Enforcement Actions

Sanctions issued with corrective measures aligned to compliance policies

8

Privacy Incidents

Q4: 8 new incidents, 3 open cases.

Annual

98%

Training

Annual: 1,035/1,056 courses completed

7

Meetings

Regular governance with leadership support from outside consultant

20

Enforcement Actions

Sanctions issued with corrective measures aligned to compliance policies

49


Privacy Incidents

49 total incidents, 48 closed


Compliance Program Report Card

The seven-element framework shows strong performance. Leadership and communication remain strong; training completion improved significantly. The grading system below provides transparency on program health.

Program Element	Q4 Status	Q3 Status	Trend	Notes
Written Policies & Procedures	B	C	↑	Policies identified for review – Review and approval started
Compliance Leadership	A	A	→	No action needed
Education & Training	A	C	↑	97% completion rate. Remaining 3% off work schedule
Effective Lines of Communication	A	C	↑	Regular meetings between CO and CEO established. PO, CO and operations communication enhanced
Enforcing Standards & Discipline	A	C	↑	Enhanced communication and collaboration on enforcement
Risk Assessment & Auditing	A	C	↑	2026 Audit plan reviewed and approved by compliance committee. 2025 outstanding audits addressed
Responding to Offenses	A	A	→	No action needed

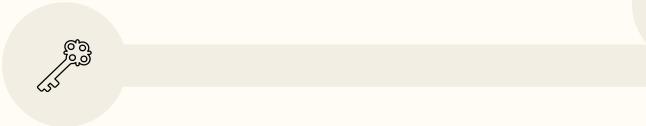
 **A = Meets Expectations**
Program element performing at or above required standards

 **B = Partially Meets Expectations**
Element needs minor improvements or refinement

 **C = Needs Improvement**
Significant gaps requiring immediate corrective action

Q1 2026 Priorities

Four strategic priorities for Q1 2026 compliance performance.



Part 2 Compliance Deadline

Complete Notice of Privacy Practices updates and review consent/disclosure policies before February 16, 2026 deadline for 42 CFR Part 2 HIPAA alignment.



Complete Q1 Audits

Execute Q1 2026 audit schedule including deferred 2025 audits per revised workplan.



Maintain Training

Sustain 98% training completion rate achieved in Q4 2025.



Review Policies

Bring compliance policies review into compliance with schedule.

2026 Corporate Compliance Work Plan

BAH is committed to full compliance with all applicable laws and regulations.

2026 objectives align with OIG Compliance Guidance, Federal Sentencing Guidelines, and BAH-identified risk areas.

Plan approved by Compliance Committee.

Board Action: Approve 2026 Workplan

APPENDIX

Reference Materials

SUPPORTING SLIDES

A Privacy Report Detail

B Audits & Monitoring Activities

C Industry Watch

Privacy Report Q4 2025 and Annual 2025

Q4: 8 new incidents (5 carried from Q3), 3 open cases. Annual: 49 incidents, 48 closed, 20 corrective actions taken.

Q4 Incident Overview

- **Q4: 13** - 5 from Q3 + 8 new
- **Q4: 3 open** - Continuing investigation into Q1 2026 for resolution

Reporting Channels

- 7 incidents via email/voicemail/phone/audits
- 1 incident via FairWarning/Imprivata monitoring system

Investigation Findings

- **Unauthorized Access: 2 Cases**
 - **Case 1:** Locum physician accessed chart without business need; contract terminated
 - **Case 2:** Preceptor allowed student to chart under login; Level 2 violation, verbal warning issued
- **Unauthorized Disclosures: 2 Cases (Savista billing vendor)**
 - 6 other incidents reviewed; no unauthorized access confirmed

Annual

- 49 incidents
- 48 closed
- 20 corrective actions taken

Audits & Monitoring Activities

Q4: 3 audits completed. Annual 2025: 9 audits completed, 13 deferred to 2026, 1 deferred to 2027. Objective was 30 audits across 21 categories.

Completed Audits

1

EMTALA Compliance Audit

Findings recommend reviewing MSE policy against OB department processes and updating bylaws if needed

3

Medical Staff Training Audit

76 new providers, 144 re-appointments, 35 temporary privileges completed required trainings. 66 providers resigned.

2

OIG Exclusion Screening

HR and Medical Staff performing required screening; Materials Management action plan to establish monthly vendor screening



2025 Annual Summary

*9 audits completed
13 deferred to 2026
1 deferred to 2027
Improving trend, positive results*

Industry Watch

Three key regulatory developments for Q1 2026 action.

1

OCR Risk Analysis Initiative

Settlements: \$5,000 to \$800,000

264% increase in ransomware breaches since 2018. OCR cited failure to conduct accurate risk analyses.

Recommended Action For Security:

- Conduct risk analyses annually
- Maintain documentation 6 years
- Meet breach notification timelines

2

Price Transparency Rule

Effective: November 2025

CMS requires standardized templates, affirmation statements, NPI encoding. 35% penalty reduction available.

BAH Action:

- Review price transparency compliance
- Ensure pricing data accuracy

3

Part 2 Compliance Deadline

Deadline: February 16, 2026

42 CFR Part 2 alignment with HIPAA for substance use disorder patient records.

BAH Action:

- Update Notice of Privacy Practices
- Review SUD consent/disclosure policies

**BAY AREA HOSPITAL
CORPORATE COMPLIANCE PROGRAM
2026 BAH WORK PLAN**



Bay Area Hospital is committed to full compliance with all applicable laws, rules and regulations, and to conduct itself with the highest level of business and community ethics and standards.

Objectives identified for focus in the current year relate to the elements of an effective compliance program as defined in the OIG Compliance Guidance for Hospitals, Federal Sentencing Guidelines, items identified in the OIG’s Work Plan, and risk areas identified by Bay Area Hospital.

OBJECTIVE / ACTION	Assigned To	GOAL	ACTION COMPLETION TARGET				STATUS
			1 ST Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
1. Policies & Procedures							
A. Identify, review and revise P&Ps related to Compliance as required 1. Confidentiality, Security and Privacy of BAH Information 2. BAH Privacy Policies 3. Compliance Program Policies 4. Code of Conduct	CCO/CPO	Policy approval	As Required				
2. High Level Oversight							
A. Corporate Compliance Officer provides quarterly and annual compliance reports to the Board of Directors.	CEO/CCO	Quarterly and Annual reports to Board	X	X	X	X	
B. Compliance Program Effectiveness Assessment	CCO/CPO	Every 2 years				X	2027
3. Open and Effective Lines of Communication							
A. Maintain Compliance Reporting Hotline, respond to reports timely.	CCO/CPO	100% of reports	Ongoing				
B. Communication to staff using the newsletter and/or Health Stream	CCO/CPO	Six articles per year	X	X	X	X	
4. Education and Training							
A. Education and Training to the Code of Conduct	CCO/CPO/HR/Dir. Ed.	100% of Staff	X	X	X	X	On-going

**BAY AREA HOSPITAL
CORPORATE COMPLIANCE PROGRAM
2026 BAH WORK PLAN**



			ACTION COMPLETION TARGET				STATUS	
OBJECTIVE / ACTION	Assigned To	GOAL		1 ST Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
B. Education and Training regarding the Compliance Program and HIPAA	CCO/CPO/Dir. Ed.	100% of Staff		X	X	X	X	On-going
C. BOD compliance training program	CCO/CPO	Annual training for Board of Directors			X			
D. Directors /Managers compliance training program	CCO/CPO	Annual training			X			
E. Medical staff compliance orientation and compliance training	CCO/CPO	Annual training					X	
5. Monitoring and Auditing	Audit and Monitoring Source			Quarter Reported				
		Internal Audit	External Audit	1ST Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.	
A. Physician payment audit (Medical Directors)	CFO	X		X				
B. Access to electronic medical records (Fairwarning/Imprivata)	CPO	X		Ongoing				
C. Annual HIPAA Security Risk Assessment - Update as necessary	CIO/IT Director	X			X			
D. Penetration Testing	CIO/IT Director		X		2027			
E. EHR System contingency planning – Update as necessary	CIO/ IT Director	X			X			
F. 340B program – Annual audit reporting	Dir Pharm		X	X				
G. 2 Midnight Rule medical record documentation (Re-audit)	Dir., Rev. Cycle	X			X		X	
H. EMTALA compliance audit	Quality	X				X		
I. Physician Evaluation and Management Coding (annual audit)	Dir., Rev. Cycle	X				X		
J. IP Billing accuracy audit (MR documentation of services billed, duplicate charges, unbundling)	Dir., Rev. Cycle	X		X				

**BAY AREA HOSPITAL
CORPORATE COMPLIANCE PROGRAM
2026 BAH WORK PLAN**



OBJECTIVE / ACTION	Assigned To	GOAL	ACTION COMPLETION TARGET				STATUS
			1 ST Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
K. Financial Assistance Policy administration (awarding discounts in accordance with the FAP)	CCO	X				X	
L. Billing accuracy for new services (ad hoc as needed)	Dir., Rev Cycle	X					Ad Hoc if new services
M. No Surprises Billing/Good Faith Estimates	Dir., Rev Cycle	X			X		
N. Use of Code 44	Dir., Case Mgmt.			X			
O. Ad hoc audits (CMS, TPE, IMMCOS, CPOE, etc.)	Dir., Rev. Cycle/ Savista	X					As Necessary
P. HIPAA 2025 annual report of unauthorized disclosures to HHS	CPO	X	X				
Q. Interpretation Services - Compliance with Oregon Revised Statute on Using Qualified or Certified Healthcare Interpreters	Quality		X	X	X	X	
R. Hospital Price Transparency Compliance	CFO	X		X			
S. OIG Exclusion Screening Report (Staff & Vendors)	HR/Mat. Mgt	X	X	X	X	X	
T. Patient Safety/Incident Reporting Review	Quality	X		X			
U. Sepsis Billing/Coding Audit	Dir., Rev. Cycle	X			X		
6. Response, Investigation, Corrective Action							
A. Respond, investigate, and follow up all calls / complaints within 30 days.	CCO/CPO	100% within 30 days	Ongoing				
B. Respond, investigate, and report to State and Federal authorities for HIPAA and other Compliance issues	CCO/CPO	100% timely completion	Ongoing				

**BAY AREA HOSPITAL
CORPORATE COMPLIANCE PROGRAM
2026 BAH WORK PLAN**



			ACTION COMPLETION TARGET				STATUS
OBJECTIVE / ACTION	Assigned To	GOAL	1 ST Qtr.	2 nd Qtr.	3 rd Qtr.	4 th Qtr.	
7. Enforcement of Disciplinary Standards							
A. Enforce Exclusion policy for employees, volunteers, medical staff and vendors	HR/Med Staff/MM	100%	Ongoing				
B. Enforce disciplinary policies for employee misconduct with respect to Compliance risks, the Code of Conduct and HIPAA regulations	CCO/CPO/HR/Management	100%	Ongoing				

Bay Area Hospital District
Joint Board & Finance Committee Meeting Minutes
January 20, 2026, 5:00 pm, Myrtle Conference Room

CALL TO ORDER

Simon Alonzo, Board Chair, called the meeting to order at 5:07 pm with a quorum present.

BOARD ATTENDANCE

Simon Alonzo; Tom McAndrew; Patrice Parrott; Brandon Saada (*via Teams*); Kyle Stevens; John Uno

STAFF ATTENDANCE

Gretchen Nichols, CEO (*via Teams*); Patrick Banks, CFO; Jennifer Culbertson, CNO; Kelli Dion, CQO; Tom Fredette, CHRO; Derrick Oaxaca, MD, CMO; Mel Stibal, interim CNO, Kim Winker, Marketing & Communications Director; Dr. Hammad Qadir, MD, COS (Chief of Staff); Mark Hadley, Controller (*via Teams*); Denise Bowers, EA

LEGAL COUNSEL

Megan Kronsteiner, Esq.

GUESTS:

MacGregor Hall, Jeffry Lamb, Phil Sherman - Deschutes Investment Advisors

PUBLIC ATTENDANCE AND INPUT

Chairperson Alonzo opened the Public Input Session at 5:07 p.m., immediately following the call to order, with 16 in-person public attendees and 11 persons attending virtually.

- **Tracy Sweely**

Ms. Sweely expressed appreciation for the Board's leadership and recommended:

- Recording or livestreaming the upcoming community financial forum.
- Publishing a weekly or monthly Board update in *The World* newspaper to reach non-online residents.
- Prioritizing the recruitment of Dr. Cook, citing community trust and the historical financial success of the Cancer Center under his oversight.

- **Mr. John and Mrs. Teri Whitty**

Public remarks included:

- Support for efforts to re-engage Dr. Cook.
- Questions regarding current Cancer Center staffing and strategies to retain physicians.
- Suggestions for service expansions, including possible partnerships (e.g., Slocum).

- **Jennifer Briggs (Online)**

Ms. Briggs congratulated the Board and administration for achieving a positive financial month after a prolonged period of losses. She highlighted:

- The nationwide pressures on healthcare, especially Medicaid funding reductions.
- The strategic advantages of being an independent local hospital.
- The importance of maintaining a welcoming environment for high-quality providers.

No additional public comments were offered, and the public comment period was closed at 5:18 pm.

PATIENT SUCCESS STORY

Patrice Parrot, Board Secretary, read a community testimonial by Roger W. Morgan, which praised the orthopedic surgery team for excellent emergency and inpatient care following a femur fracture.

CONSENT AGENDA

ACTION TAKEN BY THE BOARD:

Kyle Stevens moved to approve the consent agenda, and Patrice Parrot seconded. There was no discussion, and the motion passed on a call of vote with all board members voting yes.

CEO REPORT - GRETCHEN NICHOLS

Operational & Financial Recovery

- Continued progress in overall financial turnaround, with meaningful improvement and additional opportunities ahead.
- Commercial payer contracting continues, with revenue opportunities tied to chargemaster optimization.
- Temporary labor reduction ongoing, with projected further declines by March.
- Physician recruitment efforts advancing to replace locum costs, reflecting national trends favoring employed positions with benefits.

Clinically Integrated Network Development

The hospital is participating with other rural Oregon hospitals and the Office of Rural Health to evaluate a clinically integrated network model for shared costs and enhanced contracting leverage.

Legislative Advocacy

Four legislative strategies were reviewed:

1. State debt refinancing bill (ready for February session)
2. Cash infusion request to the E-Board (delayed due to canceled January meeting)
3. Lottery bond request for next session
4. Enhanced Medicaid reimbursement for district hospitals

A community engagement plan will be released to support advocacy efforts.

Federal Rural Transformation Funds

Oregon secured \$197M for year one. BAHD intends to apply for support related to:

- Medical staff development
- Capital improvements
- Retail pharmacy buildout
- Future EHR/IT transformation

Foundation Revitalization

The first planning meeting to re-establish the Bay Area Hospital Foundation was held. Legal structure options are under review. The donor-funded family housing project is nearing completion and will be celebrated publicly.

Recruitment Update

Active candidates include a pediatric hospitalist, an orthopedic spine surgeon, a cardiologist, an orthopedic PA, and anesthesia providers.

Quality, Safety & Culture

- AHRQ Culture of Safety Survey launched; participation at 43% after one week (goal 70%).
- Upcoming visual management displays planned for hospital-wide transparency.

- Tiered safety huddles planned to strengthen reliability and communication.
- New Chief Nursing Officer, **Jen Culbertson**, was formally introduced.

QUALITY AND PATIENT SAFETY COMMITTEE (QPSC)

No meeting was held this month. Brief comments addressed ongoing culture and safety initiatives. Simon gave the floor to Kyle Stevens, Finance Committee Chairman, to conduct the Finance Committee's business at 5:43 pm.

FINANCE COMMITTEE MEETING - KYLE STEVENS, FINANCE COMMITTEE CHAIR

FINANCE COMMITTEE ATTENDANCE: In addition to the three board members on the Finance Committee (*Kyle Stevens, Tom McAndrew, and Brandon Saada*), community members appointed to the Finance Committee were all in attendance (*Judy Moody, John Briggs, and Barbara Taylor*). The business of the Finance Committee proceeded with a full quorum.

STAFF ATTENDANCE

Gretchen Nichols, CEO (*via Teams*); Patrick Banks, CFO; Jennifer Culbertson, CNO; Kelli Dion, CQO; Tom Fredette, CHRO; Derrick Oaxaca, MD, CMO; Mel Stibal, interim CNO, Kim Winker, Marketing & Communications Director; Dr. Hammad Qadir, MD, COS (Chief of Staff); Mark Hadley, Controller (*via Teams*); Denise Bowers, EA

LEGAL COUNSEL

Megan Kronsteiner, Esq.

FINANCIAL REPORT — Patrick Banks - December Financial Performance

- Hospital achieved a positive operating month, the first after 54 months of losses.
- Hiring freeze and strict capital controls continue.
- Annual audit completed and submitted; a clean audit was received. Barbara Taylor requested that the Finance Committee be provided a copy of the audit report. John Briggs thanked key leaders for "all they have done" to turn around the performance of BAH.

CASH POSITION

- Cash increased to 63 days on hand.
- January may show timing-related declines due to three payrolls and annual payments.

OPERATIONAL HIGHLIGHTS

- Strong OR and Cath Lab volumes.
- Continued work required on labor cost structure, revenue optimization, and cost-to-collect efficiency.

REVENUE CYCLE VENDOR PERFORMANCE

- Vendor not meeting incentive thresholds to date.
- Improvements underway, including greater internal self-pay outreach by BAHD staff.

FINANCIAL SUSTAINABILITY ROADMAP

Priorities include:

- Labor productivity
- EHR transition planning
- Pursuit of federal Volume Decrease Adjustments
- Grant acquisition strategy (consultant retained)
- Medicaid rate advocacy

Patrick introduced MacGregor Hall of Deschutes Investment Advisors. Below is a bullet point summary of Mr. Hall's presentation to the Finance Committee.

PENSION PLAN REPORT - DESCHUTES INVESTMENT ADVISORS PLAN REVIEW WITH UPDATE

- Defined benefit plan established in 1974; frozen to new entrants in 2002.
- 23 active participants; 351 retirees receiving benefits.
- ~\$440,000 in monthly benefit payments.

Funded Status

- Plan was 97.6% funded as of Jan 1, 2025.
- Assets approx. \$59M; latest termination estimate ~\$72M.
- Investment strategy revised to secure short-term benefit obligations while maintaining long-term equity exposure.

Mr. Hall asked the Finance Committee for their approval and subsequent recommendation for approval to the Board on the updated Investment Policy Statement (IPS) reflecting the revised strategy. Barbara Taylor asked for clarity regarding the change adjustments to initial targets - was this the only change. MacGregor responded yes.

ACTION TAKEN BY THE FINANCE COMMITTEE:

Barbara Taylor moved for the Finance Committee to recommend to the BAHD Board approval of the Investment Policy Statement (IPS) reflecting the revised strategy, as reviewed by MacGregor Hall and shared in the packet. John Briggs seconded the motion, and it passed on a call of vote.

This concluded the Finance Committee Meeting for January 20, 2026.

MOVE BACK INTO THE BOARD PORTION OF THE MEETING

Megan Kronsteiner, BAHD General Legal Counsel, advised Simon Alonzo, Board Chairperson, that a vote by the board to approve the preceding Finance Committee recommendation regarding the updated Investment Policy Statement (IPS) was appropriate at this time. Simon called for a motion to approve.

ACTION TAKEN BY THE BOARD:

Patrice Parrott moved to approve the updated Investment Policy Statement (IPS) as recommended by the Finance Committee. Dr. Tom McAndrew seconded, and the motion carried on call of vote.

EXECUTIVE SESSION

The Board went into Executive Session at 6:36 pm as authorized by: **ORS 192.660(2)**

(c) To consider matters pertaining to the function of the medical staff at a public hospital.

(f) To consider information or records that are exempt by law from public inspection.

RETURN TO REGULAR SESSION

Chairperson Alonzo reopened the meeting into public session at 7:01 pm.

ACTION TAKEN BY THE BOARD:

Dr. McAndrew moved to approve the MEC Board Reports for December 2025 and January 2026 with the noted correction. Kyle Stevens seconded the motion, and it passed unanimously on a call for a vote.

MEDICAL STAFF REPORT DR. HAMMAD QADIR, CHIEF OF STAFF

This report was given in Executive Session.

BOARD MEMBER COMMENTS

Board members expressed:

- Appreciation for leadership and staff dedication during an extended recovery period.
- Optimism following the first positive financial month in several years.

ADJOURNMENT

With no further business, the meeting was adjourned at 7:07 PM.



BAY AREA HOSPITAL

**Unaudited Financial Statements
for
7 months ended January 31, 2026**

Prepared
2/11/2026

Finance Committee Chair
Kyle Stevens

Chief Financial Officer
Patrick Banks

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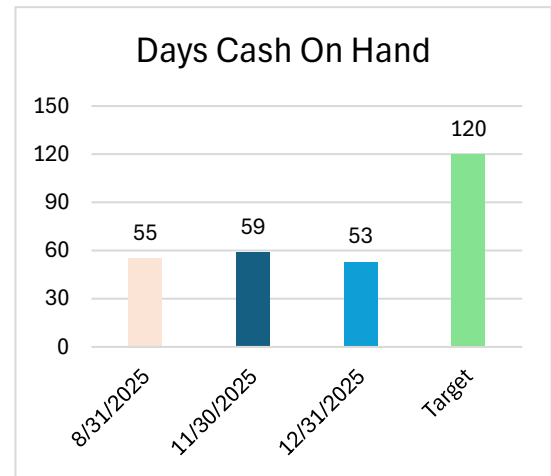
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BAY AREA HOSPITAL

MONTH END: 1/31/2026

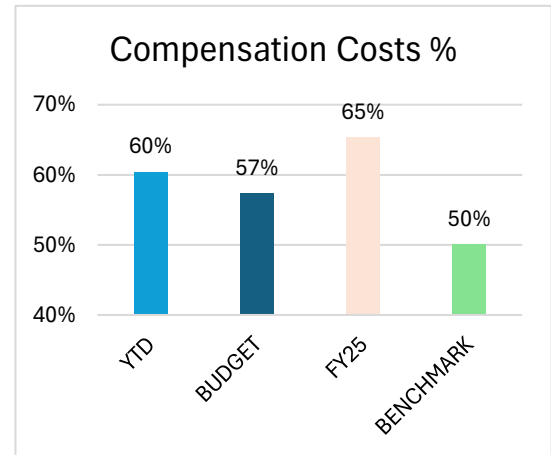
BALANCE SHEET

	YTD 1/31/2026	Prior FYE 6/30/2025
ASSETS		
Current Assets	\$ 51,065,747	\$ 48,475,551
Investments	28,150,028	32,402,288
Capital Assets (Net)	60,529,968	64,539,978
Other Assets	5,934,382	3,806,720
Total Unrestricted Assets	\$ 145,680,124	\$ 149,224,537
Defined Benefit Pension Asset	6,005,032	6,005,032
Total Assets	\$ 151,685,156	\$ 155,229,569
LIABILITIES & NET POSITION		
Current Liabilities	\$ 33,476,063	\$ 31,964,509
Long-Term Debt	46,112,808	45,481,529
Other Long-Term Liabilities	14,129,483	14,111,516
Total Liabilities	\$ 93,718,354	\$ 91,557,554
Net Position	57,966,802	63,672,015
Total Liabilities & Net Position	\$ 151,685,156	\$ 155,229,569



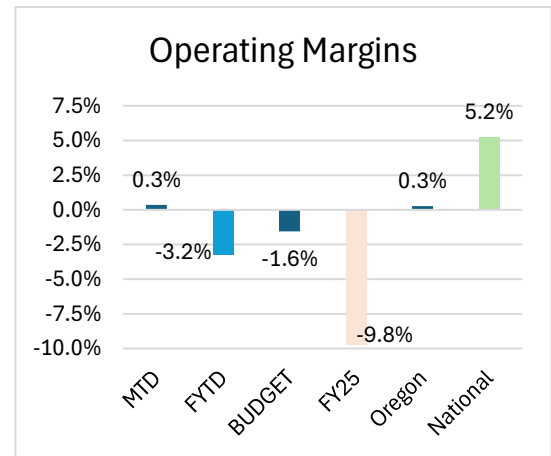
STATEMENT OF REVENUE AND EXPENSES - YTD

	MONTH OF 1/31/2026		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Gross Patient Revenues	\$ 67,489,626	\$ 68,928,275	\$ 475,042,439	\$ 477,867,856
Deductions From Revenue	(47,381,190)	(47,558,018)	(334,479,474)	(331,427,179)
Bad Debt & Charity Write-Offs	(967,023)	(963,349)	(5,821,683)	(6,678,692)
Net Patient Revenues	\$ 19,141,412	\$ 20,406,908	\$ 134,741,282	\$ 139,761,985
Other Operating Revenues	2,575,859	1,465,575	14,687,796	10,259,023
Total Operating Revenues	\$ 21,717,271	\$ 21,872,483	\$ 149,429,078	\$ 150,021,009
Salaries, Benefits & Contr. Lbr	\$ 10,572,656	\$ 11,563,820	\$ 81,379,225	\$ 80,024,526
Purchased Serv & Phys Fees	4,384,055	3,741,794	26,290,464	26,244,423
Supplies	3,923,268	4,015,312	25,678,811	27,901,436
Other Operating Expenses	1,899,084	1,591,993	15,672,943	11,219,073
Depreciation	863,605	721,253	5,210,192	5,117,881
Total Expenses	\$ 21,642,669	\$ 21,634,172	\$ 154,231,635	\$ 150,507,340
Net Operating Surplus (Loss)	\$ 74,602	\$ 238,311	\$ (4,802,557)	\$ (486,331)
Non-Operating Income (Expense)	(197,673)	(135,282)	(902,657)	(1,840,974)
TOTAL NET SURPLUS (LOSS)	\$ (123,070)	\$ 103,029	\$ (5,705,214)	\$ (2,327,306)



KEY STATISTICS AND RATIOS

	1/31/2026		YEAR TO DATE	
	ACTUAL	BUDGET	ACTUAL	BUDGET
Total Discharges	550	633	3966	4391
Acute ALOS (Non-Psych)	3.72	3.97	3.56	3.96
Emergency Room Visits	2,446	2,575	17,559	17,858
Total Outpatient Visits	11,219	11,317	77,558	79,218
Operating Room Cases	304	302	2,188	2,114
Cath Lab Cases	114	108	851	748
Total Worked FTE's	736	778	767	764
Total Paid FTE's	832	868	867	861
EBIDA	4.8%	4.6%	1.0%	3.3%
Adjusted EBIDA	5.2%	4.8%	1.1%	3.5%
Current Ratio	n/a	n/a	1.5	n/a
Total Adult ADC	67.2	79.0	76.1	92.3



BAY AREA HOSPITAL

MONTH END: 1/31/2026

	Year to Date	Prior FYE	Oregon	National
	1/31/2026	6/30/2025	Peer Hospitals	Rural Hospitals
Profitability:				
Operating Margin	-3.2%	-9.8%		
Total Net Surplus (Loss) Margin	-3.8%	-10.0%		
EBIDA Margin	1.0%	-4.8%		
Deductions from Revenue Percentage	71.6%	69.9%		
Outpatient Factor	2.61	2.45		
Liquidity:				
Days Cash On Hand, All Sources	53	62		
Net Days in Accounts Receivable	50	38		
Average Payment Period	29	31		
Current Ratio	1.53	1.57		
Capital Structure:				
Age of Plant (Annualized, in Years)	17.09	16.67		
Debt to Assets Ratio	0.80	0.74		
Debt Service Coverage Ratio	1.28	(1.53)		
Productivity and Efficiency:				
Worked FTE/AOB	4.2	4.1		
Paid FTE/AOB	4.7	4.7		
SWB & Contr. Labor as a % of Net Patient Revenue	60%	65%		
Salary Expense per Paid FTE (annualized)	\$ 159,061	\$ 150,088		
Supply Expense Per Adj Discharge	\$ 2,701	\$ 2,767		
Bad Debt Write-off %	0.85%	0.34%		
Charity Care Write-off %	0.38%	1.01%		
Other Ratios:				
Gross Days in Accounts Receivable	48.9	49.3		
Net Revenue per Adjusted Discharge	\$ 14,415	\$ 14,997		
Operating Expense per Adjusted Discharge	\$ 14,879	\$ 16,459		

BAY AREA HOSPITAL
MONTH END: 1/31/2026

Curent Month				Year-To-Date				
Actual	Budget	Variance	Prior Year	STATISTICS	Actual	Budget	Variance	Prior Year
1/31/2026	1/31/2026		1/31/2025	Discharge	1/31/2026	1/31/2026		1/31/2025
482	555	(73)	562	Medical, Surgical, ICU, and IMCU	3,437	3,851	(414)	3,739
29	30	(1)	20	Psychiatric	200	210	(10)	167
511	585	(74)	582	Total Adult Discharges	3,637	4,061	(424)	3,906
39	48	(9)	38	Newborn	329	330	(1)	298
550	633	(83)	620	Total Discharges	3,966	4,391	(425)	4,204
				Patient Days				
1,791	2,202	(411)	2,253	Medical, Surgical, ICU, and IMCU	12,228	15,263	(3,035)	15,423
292	247	45	230	Psychiatric	1,774	1,713	61	1,410
2,083	2,449	(366)	2,483	Total Adult Patient Days	14,002	16,976	(2,974)	16,833
94	95	(1)	93	Newborn	642	660	(18)	573
2,177	2,544	(367)	2,576	Total Patient Days	14,644	17,636	(2,992)	17,406
				Average Length of Stay (ALOS)				
3.72	3.97	(0.25)	4.01	Medical, Surgical, ICU, and IMCU	3.56	3.96	(0.41)	4.12
10.07	8.23	1.84	11.50	Psychiatric	8.87	8.16	0.71	8.44
4.08	4.19	(0.11)	4.27	Total Adult ALOS	3.85	4.18	(0.33)	4.31
2.41	1.98	0.43	2.45	Newborn ALOS	1.95	2.00	(0.05)	1.92
				Average Daily Census (ADC)				
58	71	(13)	73	Medical, Surgical, ICU, and IMCU	66	83	(16)	84
9	8	1	7	Psychiatric	10	9	0	8
67	79	(12)	80	Total Adult ADC	76	92	(16)	91
3	3	(0)	3	Newborn	3	4	(0)	3
				Emergency Room Statistics				
422	446	(24)	477	ER Visits - Admitted	2,885	3,091	(206)	3,088
2,024	2,129	(105)	2,184	ER Visits - Discharged	14,674	14,767	(93)	14,660
2,446	2,575	(129)	2,661	Total ER Visits	17,559	17,858	(299)	17,748
17.25%	17.32%	(0.07%)	17.93%	% of ER Visits Admitted	16.43%	17.31%	(0.88%)	17.40%
83.07%	76.24%	6.83%	82.10%	ER Admissions as a % of Total Admissions	80.48%	76.11%	4.37%	78.90%
				Other Statistics				
11,219	11,317	(98)	11,979	Total Outpatients Visits	77,558	79,218	(1,660)	80,656
101	86	15	58	Observation Bed Days	774	602	172	649
2,159	2,277	(118)	2,016	Clinic Visits - Specialty Clinics	15,096	15,790	(694)	14,628
83	107	(24)	106	IP Surgical Cases	685	749	(64)	703
221	195	26	189	OP Surgical Cases	1,503	1,365	138	1,337
114	108	6	108	Cath Lab Cases	851	748	103	716
43	NA	NA	NA	IP Transfer In Declines	285	NA	NA	NA
69	NA	NA	NA	IP Transfer In Accepted	601	NA	NA	NA
34	NA	NA	NA	ED Transfer Out	503	NA	NA	NA
				Productivity Statistics				
711	744	(33)	827	FTE Worked (Excluding Providers)	742	730	12	834
804	831	(27)	934	FTE Paid (Excluding Providers)	839	824	14	942
25	34	(9)	31	FTE Worked (Providers)	25	34	(9)	33
28	37	(9)	34	FTE Paid (Providers)	28	37	(9)	36
1.5471	1.5953	(0.0482)	1.4803	Case Mix Index - Medicare	1.5757	1.5953	(0.0196)	1.5736
1.5733	1.5832	(0.0099)	1.5228	Case Mix Index - All Payers	1.5822	1.5832	(0.0010)	1.5748

BAY AREA HOSPITAL

MONTH END: 1/31/2026

Month to Date

	1/31/2026	Budget	Variance	Var %	1/31/2025	Variance	Var %
Gross Patient Revenue							
Inpatient Revenue	\$ 25,285,811	\$ 28,471,563	\$ (3,185,751)	-11.2%	\$ 29,469,328	\$ (4,183,516)	-14.2%
Outpatient Revenue	42,203,815	40,456,712	1,747,102	4.3%	37,779,051	4,424,764	11.7%
Total Gross Patient Revenue	\$ 67,489,626	\$ 68,928,275	\$ (1,438,649)	-2.1%	\$ 67,248,378	\$ 241,248	0.4%
Deductions							
Deductions	\$ 47,381,190	\$ 47,558,018	\$ 176,828	0.4%	\$ 46,557,885	\$ (823,305)	-1.8%
Bad Debt	705,872	217,961	(487,911)	-223.9%	406,037	(299,836)	-73.8%
Charity	261,151	745,387	484,236	65.0%	427,527	166,376	38.9%
Total Deductions	\$ 48,348,214	\$ 48,521,367	\$ 173,153	0.4%	\$ 47,391,449	\$ (956,765)	-2.0%
Net Patient Revenue	\$ 19,141,412	\$ 20,406,908	\$ (1,265,496)	-6.2%	\$ 19,856,930	\$ (715,517)	-3.6%
Supplemental Payments	1,676,398	1,134,819	(541,579)	-47.7%	1,132,520	(543,878)	-48.0%
Other Oper Revenue	899,461	330,756	568,705	171.9%	651,119	248,342	38.1%
Total Net Revenue	\$ 21,717,271	\$ 21,872,483	\$ (155,212)	-0.7%	\$ 21,640,569	\$ 76,703	0.4%
<i>Net to Gross Patient Rev Ratio</i>	28.4%	29.6%			29.5%		
Operating Expenses							
Salaries	\$ 7,933,015	\$ 7,814,628	\$ (118,386)	-1.5%	\$ 8,290,688	\$ 357,673	4.3%
Contract Labor	1,126,720	1,589,413	462,693	29.1%	1,679,801	553,081	32.9%
Benefits	1,512,921	2,159,778	646,857	30.0%	3,250,180	1,737,259	53.5%
Physician & Prof Fee	2,008,633	1,524,510	(484,123)	-31.8%	1,584,947	(423,686)	-26.7%
Supplies	3,923,268	4,015,312	92,044	2.3%	3,457,835	(465,433)	-13.5%
Purchased Services	2,375,422	2,217,284	(158,138)	-7.1%	2,363,672	(11,750)	-0.5%
Leases/Rentals	38,036	16,567	(21,469)	-129.6%	26,319	(11,718)	-44.5%
Depreciation	863,605	721,253	(142,352)	-19.7%	773,830	(89,775)	-11.6%
Provider Tax Expense	1,693,162	1,134,819	(558,343)	-49.2%	1,143,845	(549,316)	-48.0%
Other Oper Expense	167,886	440,607	272,721	61.9%	439,136	271,249	61.8%
Total Operating Expenses	\$ 21,642,669	\$ 21,634,172	\$ (8,496)	0.0%	\$ 23,010,252	\$ 1,367,584	5.9%
Net Operating Income	\$ 74,602	\$ 238,311	\$ (163,708)	-68.7%	\$ (1,369,684)	\$ 1,444,286	-105.4%
Investment Income	64,439	-	64,439	0.0%	211,196	(146,757)	-69.5%
Other Nonop Inc(Exp)	30,652	40,718	(10,066)	-24.7%	39,529	(8,877)	-22.5%
Interest Expense	(292,764)	(176,000)	(116,764)	66.3%	(20,250)	(272,514)	1345.8%
Net Surplus (Loss)	\$ (123,070)	\$ 103,029	\$ (226,099)	-219.5%	\$ (1,139,209)	\$ 1,016,138	-89.2%

BAY AREA HOSPITAL
MONTH END: 1/31/2026

	Year to Date						
	1/31/2026	Budget	Variance	Var %	1/31/2025	Variance	Var %
Gross Patient Revenue							
Inpatient Revenue	\$ 181,749,573	\$ 197,331,271	\$ (15,581,698)	-7.9%	\$ 180,842,616	\$ 906,957	0.5%
Outpatient Revenue	293,292,866	280,536,585	12,756,281	4.5%	254,739,853	38,553,014	15.1%
Total Gross Patient Revenue	\$ 475,042,439	\$ 477,867,856	\$ (2,825,417)	-0.6%	\$ 435,582,468	\$ 39,459,971	9.1%
Deductions							
Deductions	\$ 334,479,474	\$ 331,427,179	\$ (3,052,295)	-0.9%	\$ 296,603,998	\$ (37,875,476)	-12.8%
Bad Debt	4,014,525	1,510,975	(2,503,550)	-165.7%	3,076,251	(938,274)	-30.5%
Charity	1,807,158	5,167,717	3,360,559	65.0%	3,598,754	1,791,596	49.8%
Total Deductions	\$ 340,301,157	\$ 338,105,871	\$ (2,195,286)	-0.6%	\$ 303,279,003	\$ (37,022,154)	-12.2%
Net Patient Revenue	\$ 134,741,282	\$ 139,761,985	\$ (5,020,703)	-3.6%	\$ 132,303,466	\$ 2,437,817	1.8%
Supplemental Payments	11,829,902	7,943,733	(3,886,169)	-48.9%	7,652,336	(4,177,566)	-54.6%
Other Oper Revenue	2,857,894	2,315,290	542,603	23.4%	2,685,033	172,861	6.4%
Total Net Revenue	\$ 149,429,078	\$ 150,021,009	\$ (8,364,269)	-5.6%	\$ 142,640,834	\$ (1,566,889)	-1.1%
<i>Net to Gross Ratio</i>	28.4%	29.2%			30.5%		
Operating Expenses							
Salaries	\$ 57,460,935	\$ 52,489,034	\$ (4,971,901)	-9.5%	\$ 57,826,185	\$ 365,250	0.6%
Contract Labor	9,278,536	12,573,189	3,294,653	26.2%	12,360,362	3,081,826	24.9%
Benefits	14,639,754	14,962,303	322,549	2.2%	15,185,830	546,076	3.6%
Physician & Prof Fee	11,095,326	10,687,848	(407,478)	-3.8%	10,934,839	(160,487)	-1.5%
Supplies	25,678,811	27,901,436	2,222,626	8.0%	26,046,681	367,870	1.4%
Purchased Services	15,195,138	15,556,576	361,437	2.3%	14,902,075	(293,063)	-2.0%
Leases/Rentals	181,181	117,270	(63,911)	-54.5%	118,355	(62,826)	-53.1%
Depreciation	5,210,192	5,117,881	(92,312)	-1.8%	6,360,257	1,150,065	18.1%
Provider Tax Expense	11,880,965	7,943,733	(3,937,232)	-49.6%	7,617,710	(4,263,255)	-56.0%
Other Oper Expense	3,610,797	3,158,071	(452,727)	-14.3%	3,181,935	(428,862)	-13.5%
Total Operating Expenses	\$ 154,231,635	\$ 150,507,340	\$ (3,724,295)	-2.5%	\$ 154,534,228	\$ 302,593	0.2%
Net Operating Income	\$ (4,802,557)	\$ (486,331)	\$ (4,316,226)	887.5%	\$ (11,893,394)	\$ 7,090,837	-59.6%
Investment Income	783,590	-	783,590	0.0%	1,340,404	(556,815)	-41.5%
Other Nonop Inc(Exp)	260,062	285,026	(24,964)	-8.8%	1,252,891	(992,829)	-79.2%
Interest Expense	(1,946,308)	(2,126,000)	179,692	-8.5%	(1,070,653)	(875,656)	81.8%
Net Surplus (Loss)	\$ (5,705,214)	\$ (2,327,306)	\$ (3,377,909)	145.1%	\$ (10,370,752)	\$ 4,665,537	-45.0%

BAY AREA HOSPITAL

MONTH END: 1/31/2026

Assets And Deferred Outflows Of Resources	1/31/2026	12/31/2025	6/30/2025
Current Assets			
Cash & Cash Equivalents	\$ 6,634,667	\$ 13,630,300	\$ 9,388,266
Accounts Receivable, net	31,027,752	30,206,885	26,128,118
Inventory	4,461,406	4,578,808	4,347,042
Other Current Assets	8,941,921	6,202,980	8,612,125
Total Current Assets	<u>\$ 51,065,747</u>	<u>\$ 54,618,973</u>	<u>\$ 48,475,551</u>
Investments	\$ 28,150,028	\$ 28,089,598	\$ 32,402,288
Capital Assets			
Depreciable Capital Assets, net	\$ 58,215,479	\$ 58,820,525	\$ 62,170,275
Nondepreciable Capital Assets	2,314,489	2,139,744	2,369,704
Total Capital Assets, net	<u>\$ 60,529,968</u>	<u>\$ 60,960,269</u>	<u>\$ 64,539,978</u>
Leases and Subscriptions, net	\$ 5,095,038	\$ 2,421,307	\$ 2,986,273
Other Non Current Assets	839,343	842,139	820,446
Total Assets	<u>\$ 145,680,124</u>	<u>\$ 146,932,286</u>	<u>\$ 149,224,537</u>
Deferred Outflows Of Resources	6,005,032	6,005,032	6,005,032
Total Assets And Deferred Outflows	<u>\$ 151,685,156</u>	<u>\$ 152,937,318</u>	<u>\$ 155,229,569</u>
Liabilities, Deferred Inflows of Resources, And Net Position	1/31/2026	12/31/2025	6/30/2025
Current Liabilities			
Accounts Payable	\$ 7,314,968	\$ 8,963,752	\$ 7,788,748
Accrued Payroll and Payroll Taxes	2,704,659	5,442,722	4,414,629
Accrued Paid Time Off	4,933,236	4,896,005	5,407,083
Other Accrued Liabilities	10,470,009	9,027,528	6,138,963
3rd Party Settlements Payable, net	5,507,466	5,507,466	5,706,639
Current Portion of Long Term Obligations	2,545,725	2,508,447	2,508,447
Total Current Liabilities	<u>\$ 33,476,063</u>	<u>\$ 36,345,919</u>	<u>\$ 31,964,509</u>
Long Term Obligations, net of current portion	\$ 46,112,808	\$ 44,371,759	\$ 45,481,529
Other Noncurrent Liabilities	2,961,403	2,961,403	2,942,506
Net Pension Liability	630,964	630,964	630,964
Total Liabilities	<u>\$ 83,181,238</u>	<u>\$ 84,310,046</u>	<u>\$ 81,019,508</u>
Deferred Inflows Of Resources	\$ 10,542,073	\$ 10,542,073	\$ 10,542,073
Inter Fund Receivables (Payables)	(4,957)	(4,672)	(4,027)
Total Liabilities & Deferred Cash Inflows	<u>\$ 93,718,354</u>	<u>\$ 94,847,447</u>	<u>\$ 91,557,554</u>
Net Position	\$ 57,966,802	\$ 58,089,871	\$ 63,672,014
Total Liabilities, Deferred Inflows, Net Position	<u>\$ 151,685,156</u>	<u>\$ 152,937,318</u>	<u>\$ 155,229,568</u>

BAY AREA HOSPITAL

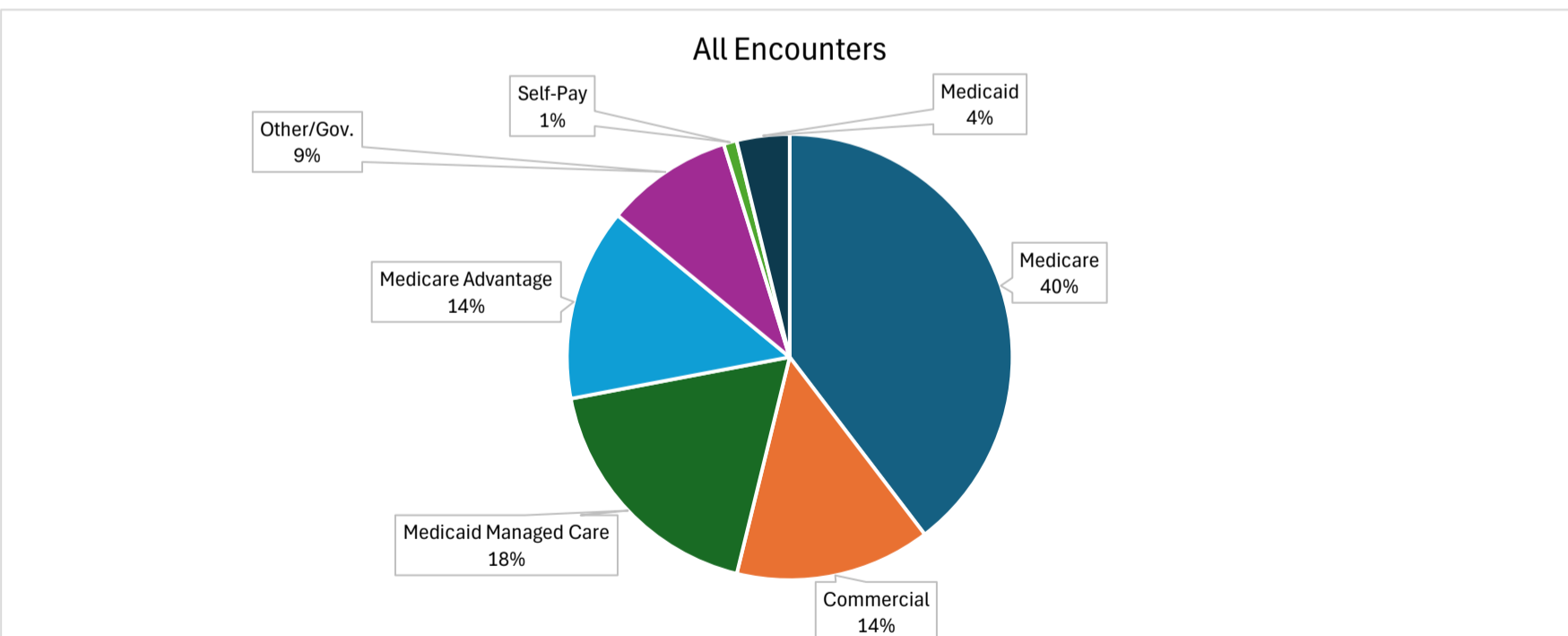
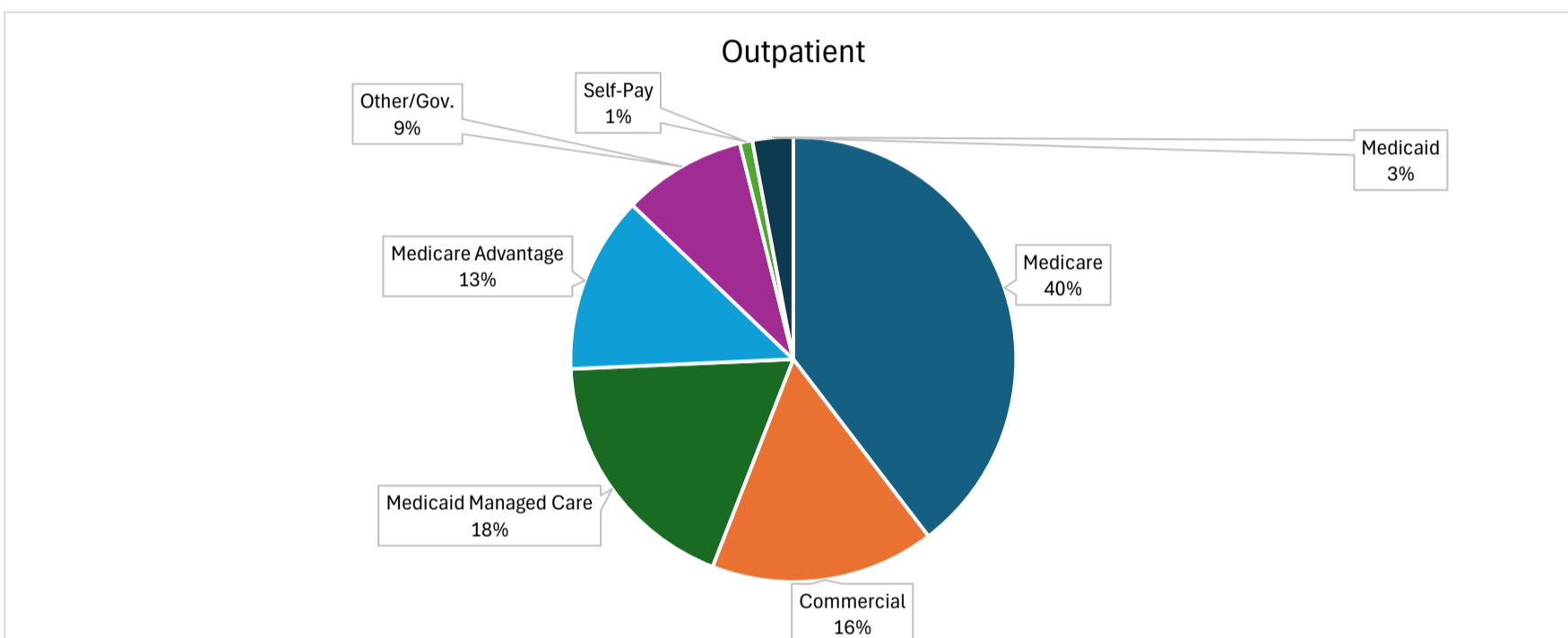
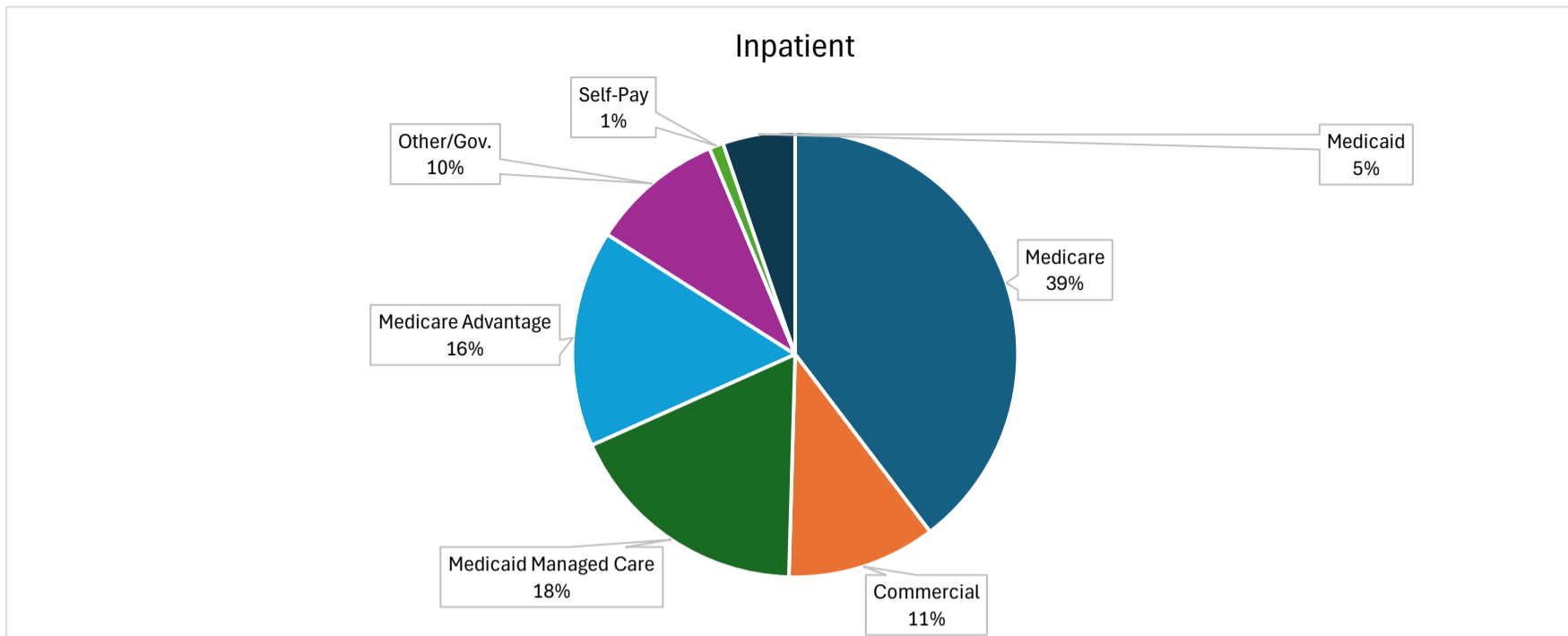
MONTH END: 1/31/2026

	Month	Year to Date
Cash Flows from Operating Activities:		
Net loss	\$ (123,070)	\$ (5,705,214)
Adjustments to reconcile net loss to net cash provided by operating activities:		
Change in Value of Investments	\$ (60,430)	\$ (747,740)
Depreciation & Amortization	863,605	5,210,192
Loss (Gain) on Disposal of PP&E	0	0
Decreases (Increases) In:		
Receivables	(820,867)	(4,899,635)
Inventories of Supplies	117,402	(114,364)
Other Current Assets	(2,738,942)	(329,796)
Net Pension Asset and Liability	0	0
Other Noncurrent Assets	2,795	(18,897)
Increases (Decreases) In:		
Accounts Payable	(1,648,783)	(473,780)
Accrued Payroll and Payroll Taxes	(2,738,063)	(1,709,970)
Accrued Paid Time Off	37,232	(473,847)
Other Current Liabilities	1,442,481	4,331,045
Estimated 3rd Party Settlements	0	(199,173)
Other Noncurrent Liabilities	0	18,897
Net cash provided by operating activities	\$ (5,666,640)	\$ (5,112,280)
Cash flows from investing activities:		
Purchase of PP&E	\$ (3,107,035)	\$ (3,308,947)
Transfers of Investments to Cash	-	5,000,000
Net cash provided by investing activities	\$ (3,107,035)	\$ 1,691,053
Cash flows from financing activities:		
Changes in Interfund Payables/Receivables	\$ (286)	\$ (930)
Principle Payments on Debt and Leases	1,778,328	668,558
Net cash provided by financing activities	\$ 1,778,042	\$ 667,628
Net increase (decrease) in cash	\$ (6,995,634)	\$ (2,753,599)
Beginning Cash Balance	\$ 13,630,300	\$ 9,388,266
Ending Cash Balance	\$ 6,634,667	\$ 6,634,667

BAY AREA HOSPITAL

MONTH END: 1/31/2026

		Actual	Target
Net Days in Accounts Receivable		50.14	< 50
Gross Days in Unbilled Revenue - Discharges Not Final Billed		4.90	< 3.5
Gross Days in Credit Balances		0.35	< 1.0
Charity Care as a % of Gross Patient Revenue	Current Month	0.39%	~ 0%
	Year- To-Date	0.38%	~ 0%
Bad Debts as a % of Gross Patient Revenue	Current Month	1.05%	~ 1%
	Year- To-Date	0.85%	~ 1%
Collections as a Percentage of Net Patient Revenue	Current Month		>= 100%
	Year- To-Date		>= 100%
Percentage of Accounts Receivable > 60 Days	Medicare	23%	< 6%
Percentage of Accounts Receivable > 90 Days	Commercial	29%	< 15%
	Medicare Advantage	32%	< 15%
	Advanced Health	9%	< 15%
	State Medicaid	31%	< 20%
	All Others	24%	< 25%
% of Claims Denied - Partial Pay	Current Month	NO DATA	< 3%
	Year- To-Date	NO DATA	< 3%
% of Claims Denied - Zero Pay	Current Month	NO DATA	< 3%
	Year- To-Date	NO DATA	< 3%
% Denials Overturned By Appeal	Current Month	NO DATA	100%
	Year- To-Date	NO DATA	100%
% of Patient Responsibility Collected at Point of Service	Current Month	NO DATA	20% or >
	Year- To-Date	NO DATA	20% or >
Cost to Collect as a % of Cash Collections	Current Month	6.40%	< 5%
	Year- To-Date	7.09%	< 5%
Late Charges as a % of Total Charges	Current Month	NO DATA	0%
	Year- To-Date	NO DATA	0%
% of Patient Encounters Pre-Registered	Current Month	NO DATA	20%
	Year- To-Date	NO DATA	20%
% of Insurance Registrations Verified	Current Month	NO DATA	100%
	Year- To-Date	NO DATA	100%
% of Accounts Pre- Authorized for Service	Current Month	NO DATA	100%
	Year- To-Date	NO DATA	100%



BAY AREA HOSPITAL

MONTH END: 1/31/2026

Current Month Purchases	Cost	Budgeted
Family Housing Projects	\$ 169,641	√
OR Equipment South Coast Surgery Center	\$ 9,685	√
Capital Expenditure, Current Month	\$ 179,326	
Previously Purchased in Current Fiscal Year:		
Ultrasonic Washer (Inactive)	\$ 2,830	√
WIC Heat Pump	\$ 13,262	√
Stainless Steel Case Carts (Inactive)	\$ 12,903	√
Family Housing Projects	\$ 14,959	√
Water Heater (Inactive)	\$ 8,568	√
Pneumatic Tube System	\$ 62,856	√
Cooling Management System (Inactive)	\$ 35,509	√
Two Channel Infusion Analyzer	\$ 10,863	√
Green Light Laser	\$ 18,874	√
Ultrasound Probe	\$ 5,659	√
Pevco Passport & Barcode	\$ 4,760	√
Capital Expenditure, Previously Purchased	\$ 191,042	
Total Capital Expenditure, Fiscal YTD	\$ 370,368	

BAY AREA HOSPITAL

MONTH END: 11/30/2025

Covenant	Status
1) Income Available for Debt Service > \$5,000,000	NOT IN COMPLIANCE
2) Days Cash On Hand > 75	NOT IN COMPLIANCE
3) Unrestricted Liquid Funds > \$50,000,000	NOT IN COMPLIANCE

BAY AREA HOSPITAL

MONTH END: 12/31/2025

Month to Date

	1/31/2026	12/31/2025	11/30/2025	10/31/2025	9/30/2025	8/31/2025	7/31/2025
Gross Patient Revenue							
Inpatient Revenue	\$ 25,285,811	\$ 27,533,675	\$ 24,794,900	\$ 26,626,663	\$ 26,728,010	\$ 25,712,601	\$ 25,067,912
Outpatient Revenue	42,203,815	42,929,314	39,172,236	45,309,041	41,227,365	40,825,879	41,625,217
Total Gross Patient Revenue	\$ 67,489,626	\$ 70,462,989	\$ 63,967,137	\$ 71,935,704	\$ 67,955,375	\$ 66,538,480	\$ 66,693,128
Deductions							
Bad Debt	\$ 47,381,190	\$ 48,583,922	\$ 45,505,698	\$ 51,088,823	\$ 47,460,525	\$ 46,951,840	\$ 47,507,475
Charity	705,872	1,565,159	731,546	257,324	209,021	390,753	154,851
	261,151	61,263	191,298	429,919	376,122	72,326	415,079
Total Deductions	\$ 48,348,214	\$ 50,210,344	\$ 46,428,542	\$ 51,776,066	\$ 48,045,667	\$ 47,414,919	\$ 48,077,405
Net Patient Revenue	\$ 19,141,412	\$ 20,252,644	\$ 17,538,595	\$ 20,159,638	\$ 19,909,708	\$ 19,123,561	\$ 18,615,723
Supplemental Payments	1,676,398	1,802,141	1,534,499	1,767,538	1,679,725	1,695,376	1,674,225
Other Oper Revenue	899,461	(63,067)	802,893	343,466	56,187	468,529	350,424
Total Net Revenue	\$ 21,717,271	\$ 21,991,719	\$ 19,875,987	\$ 22,270,643	\$ 21,645,620	\$ 21,287,466	\$ 20,640,372
<i>Net to Gross Patient Rev Ratio</i>	28.4%	28.7%	27.4%	28.0%	29.3%	28.7%	27.9%
Operating Expenses							
Salaries	\$ 7,933,015	\$ 7,896,929	\$ 8,161,024	\$ 7,915,210	\$ 8,363,855	\$ 8,244,951	\$ 8,945,952
Contract Labor	1,126,720	901,445	726,015	1,607,600	1,503,921	1,814,985	1,597,850
Benefits	1,512,921	1,917,631	1,837,150	2,296,902	1,972,668	2,767,300	2,335,181
Physician & Prof Fee	2,008,633	1,521,919	1,347,277	1,461,946	1,613,154	1,564,475	1,577,921
Supplies	3,923,268	3,993,593	3,450,109	3,865,979	3,232,610	3,479,092	3,734,160
Purchased Services	2,375,422	2,003,334	1,812,019	2,300,742	2,415,248	2,049,830	2,238,543
Leases/Rentals	38,036	28,830	16,790	26,442	33,513	21,281	16,288
Depreciation	863,605	705,876	708,467	708,889	719,449	764,537	739,369
Provider Tax Expense	1,693,162	1,820,163	1,549,844	1,785,213	1,679,725	1,695,376	1,657,482
Other Oper Expense	167,886	1,037,336	587,523	597,781	948,860	132,771	138,640
Total Operating Expenses	\$ 21,642,669	\$ 21,827,057	\$ 20,196,218	\$ 22,566,704	\$ 22,483,004	\$ 22,534,599	\$ 22,981,385
Net Operating Income	\$ 74,602	\$ 164,662	\$ (320,231)	\$ (296,061)	\$ (837,384)	\$ (1,247,133)	\$ (2,341,013)
Investment Income	64,439	75,553	136,471	125,137	126,043	197,536	58,410
Other Nonop Inc(Exp)	30,652	24,726	88,187	13,195	62,855	21,601	18,846
Interest Expense	(292,764)	(252,906)	(297,114)	(272,313)	(282,150)	(282,780)	(266,282)
Net Surplus (Loss)	\$ (123,070)	\$ 12,035	\$ (392,686)	\$ (430,042)	\$ (930,635)	\$ (1,310,776)	\$ (2,530,040)

BAY AREA HOSPITAL

MONTH END: 12/31/2025

	Month to Date					
	6/30/2025	5/31/2025	4/30/2025	3/31/2025	2/28/2025	1/31/2025
Gross Patient Revenue						
Inpatient Revenue	\$ 21,889,108	\$ 23,510,008	\$ 25,314,375	\$ 25,768,844	\$ 24,746,364	\$ 29,469,328
Outpatient Revenue	37,235,073	37,023,474	37,584,034	36,979,463	34,088,451	37,779,051
Total Gross Patient Revenue	\$ 59,124,181	\$ 60,533,482	\$ 62,898,409	\$ 62,748,306	\$ 58,834,815	\$ 67,248,378
Deductions						
Bad Debt	\$ 41,253,933	\$ 41,844,820	\$ 43,388,640	\$ 43,828,357	\$ 39,969,739	\$ 46,557,885
Charity	753,585	(166,025)	(87,907)	11,883	(1,038,403)	406,037
	199,108	562,617	1,023,039	999,956	1,082,894	427,527
Total Deductions	\$ 42,206,626	\$ 42,241,412	\$ 44,323,772	\$ 44,840,195	\$ 40,014,230	\$ 47,391,449
Net Patient Revenue	\$ 16,917,555	\$ 18,292,070	\$ 18,574,637	\$ 17,908,111	\$ 18,820,584	\$ 19,856,930
Supplemental Payments	909,741	1,023,998	1,050,610	1,015,076	1,068,188	1,132,520
Other Oper Revenue	358,227	494,088	576,185	120,242	405,859	651,119
Total Net Revenue	\$ 18,185,523	\$ 19,810,155	\$ 20,201,432	\$ 19,043,429	\$ 20,294,632	\$ 21,640,569
<i>Net to Gross Patient Rev Ratio</i>	28.6%	30.2%	29.5%	28.5%	32.0%	29.5%
Operating Expenses						
Salaries	\$ 7,717,782	\$ 8,422,402	\$ 7,944,501	\$ 8,184,820	\$ 7,531,899	\$ 8,290,688
Contract Labor	1,789,658	1,727,271	1,917,651	1,386,190	1,657,777	1,679,801
Benefits	(643,456)	2,381,375	2,406,065	2,624,358	2,326,422	3,250,180
Physician & Prof Fee	1,290,563	1,746,562	1,441,414	1,584,515	1,533,512	1,584,947
Supplies	4,365,379	4,338,049	3,634,029	3,292,867	3,742,160	3,457,835
Purchased Services	2,489,287	2,748,281	2,223,000	2,338,573	2,333,839	2,363,672
Leases/Rentals	11,758	16,944	26,427	24,782	19,892	26,319
Depreciation	743,521	798,927	766,089	764,352	766,642	773,830
Provider Tax Expense	1,030,896	1,034,238	1,061,116	1,025,227	1,078,870	1,143,845
Other Oper Expense	768,041	544,785	193,853	398,615	441,779	439,136
Total Operating Expenses	\$ 19,563,431	\$ 23,758,834	\$ 21,614,146	\$ 21,624,297	\$ 21,432,792	\$ 23,010,252
Net Operating Income	\$ (1,377,909)	\$ (3,948,679)	\$ (1,412,713)	\$ (2,580,868)	\$ (1,138,160)	\$ (1,369,684)
Investment Income	172,596	39,127	154,156	71,188	446,682	211,196
Other Nonop Inc(Exp)	496,779	27,254	69,440	(1,850,477)	17,321	39,529
Interest Expense	(294,464)	(176,794)	(278,947)	(376,996)	(156,710)	(20,250)
Net Surplus (Loss)	\$ (1,002,998)	\$ (4,059,093)	\$ (1,468,065)	\$ (4,737,154)	\$ (830,867)	\$ (1,139,209)