Bay Area Hospital District Joint Board and Finance Committee Meeting Agenda

November 17, 2026 @ Bay Area Hospital, Myrtle Conference Room

TIME

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

- Public Input—3 minutes per speaker

5:02 Patient Success Story — **Simon Alonzo, Chairperson**

5:05 Consent Agenda — **ACTION ITEM** — **Simon Alonzo, Chairperson**

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

5:10 Compliance Quarterly Report — **ACTION ITEM** — **Mel Stibal, CPO**

5:25 Bylaws Approval — **ACTION ITEM** — **Gretchen Nichols, CEO**, **Megan Kronsteiner, Esq.**

5:35 Organizational Updates from Chief Nursing Officer — **Jennifer Culbertson, CNO**

- Tablo Updates, Shelly Maloney, Manager, MCU

5:55 Human Resources Updates from Chief Human Resources Officer — **Thomas Fredette, CHRO**

6:15 Report of the Chief Executive Officer — **Gretchen Nichols, CEO**

- Specialty Pharmacy Update - Josh Davis, Director of Pharmacy and Infusion Services
- Epic Update - Katie McMillen, Director of Information Services

6:50 Quality and Patient Safety Committee Report (QPSC) — **Patrice Parrott, Secretary**

6:55 Finance Committee Meeting — **Kyle Stevens, Treasurer**

- Financial Update

7:30 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

- **Capital Threshold Discussion - Gretchen Nichols**
- **Medical Practice Development - Jared Carter, Sr. Director of Ambulatory Clinics**
- **Medical Executive Committee (MEC) Report, Dr. Derrick Oaxaca, MD, CMO**
- **Medical Staff Report - Hammad Qadir, MD, COS**

8:15 Board Action - ACTION ITEMS

- **Capital Threshold Discussion - Gretchen Nichols**
- **Medical Practice Development - Jared Carter, Sr. Director of Ambulatory Clinics**
- **Medical Executive Committee (MEC) Report, Dr. Derrick Oaxaca, MD, CMO**
- **Medical Staff Report - Hammad Qadir, MD, COS**

8:20 Chairperson and Board Member Comments **Simon Alonzo, Chairperson**

8:30 Adjourn – next regular meeting - Tuesday, December 15, 2026

Bay Area Hospital District

Joint Board & Finance Committee Meeting

Date	Tuesday, October 20, 2026
Time	5:03 p.m. – 7:37 p.m.
Location	Myrtle Conference Room | Cedar Pine | Microsoft Teams
Meeting	Joint Board and Finance Committee
Attendance	Simon Alonzo; Tom McAndrew; John Uno; Kyle Stevens; Patrice Parrott *(virtual)*; Brandon Saada; Judy Moody, Barb Taylor *(virtual)*; John Briggs; Megan Kronsteiner; Hammad Qadir, MD; Gretchen Nichols; Patrick Banks; Jennifer Culbertson; Tom Fredette; Melinda Stibal; Kim Winker; Jared Carter; Josh Davis; Katie McMillen; Jeremy Pittz; Kayla Weatherston; Denise Bowers

Call to Order

The Board Chairperson, Simon Alonzo, called the Joint Board and Finance Committee meeting to order at 5:03 p.m.

Public Input

Ms. Jennifer Briggs *(virtual)* offered public comment expressing appreciation for the Board's decision to maintain Bay Area Hospital as an independent public health district entity and encouraging continued vigilance regarding the future of local public healthcare.

Patient Success Story

A patient letter was shared recognizing the dedication, teamwork, and responsiveness of Bay Area Hospital staff. The letter specifically acknowledged environmental services, maintenance, and other support teams whose work contributes to patient care and hospital operations. Gretchen emphasized the importance of keeping the patient at the center of Board decisions and using both positive and improvement-focused patient stories to guide quality efforts.

Consent Agenda

The consent agenda was presented for approval.

ACTION TAKEN BY THE BOARD

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Motion	Dr. McAndrew moved to approve the consent agenda as presented.
Second	Kyle Stevens seconded the motion.
Vote	Approved unanimously; no opposition noted.

Governance: District Board Bylaws - Megan Kronsteiner, Esq.

Legal counsel reported that amendments approved in March 2021 were not fully incorporated into the version subsequently updated in June 2021. A consolidated document will be prepared to reflect the previously approved changes and any current recommended revisions. The updated bylaws are expected to return to the Board for discussion and approval at the November meeting.

Chief Nursing Officer / Clinical Operations Report - Jennifer Culbertson, CNO

Workforce and Emergency Department Staffing

- The Emergency Department has seven travelers and five open positions. Two nurse residents are expected to complete orientation near the end of the year. One traveler recently became a full-time employee.
- Two international nurses have accepted positions. Their arrival will depend on federal visa processing.
- About 15 registered nurse positions are open across the hospital. The Board asked for regular updates on vacancies, travelers, hard-to-fill positions, turnover, staffing levels, and nursing education.

Patient Experience and Emergency Care

- August inpatient patient experience was at the 26th percentile. Communication was identified as an area that needs improvement.
- The hospital environment scored at the 78th percentile. Environmental services staff were recognized for their work.
- The Emergency Department reported a 13-minute door-to-provider time. Leaders said communication, wait times, and patient flow can continue to improve.
- Less than 1% of patients leave the Emergency Department without being seen, based on a two-year rolling rate.

Quality Initiatives and Clinical Projects

- The current quality focus is preventing C. difficile and educating staff. Fall prevention will be the next quality focus.
- The specialty pharmacy is open but has low prescription volume and staffing challenges.
- The statewide perinatal substance-use program is underway. The work includes education, data collection, and trauma-informed care coordination.

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- The Cath Lab project plan and tracker are complete. The construction contract is still under review. The full project is expected to take 59 weeks after the contract is signed.
- A review of the Emergency Department lobby and front-end process is planned. The review will focus on early clinical observation, screening, and patient registration.
- The hospital planned to begin its in-house dialysis service the following week.

Clinical Education Model

Jennifer described a new approach to clinical education. The hospital will move from a centralized model to a hybrid model. Unit-based clinical educators will provide support during the day, at night, and on weekends. The team will include a program manager, a program coordinator, and three clinical educators with specialty skills. The total number of education FTEs is expected to stay the same. A staff forum is planned to better understand nursing education needs.

Chief Executive Officer Report - Gretchen Nichols, CEO

Organizational Goals and Performance

- The 30-day readmission rate was 13.1%. This is close to the Medicare expected rate of about 13%. The hospital will continue working toward its stretch goal.
- A short employee engagement survey is planned for November.
- The Cath Lab completed 117 procedures in September, which was near its trend target.

Specialty Pharmacy

Gretchen reported that the specialty pharmacy has had a slow start. Gross revenue to date was about $130,000, with a net loss of about $250,000. Improvement efforts include staffing, payer contracts, referrals, inventory, medication management, and getting more prescriptions from Bay Area Hospital providers. The Board asked for a more detailed update at a future meeting.

Strategic and Capital Projects

- Providence held the kickoff for the Epic Community Connect transition. The planned go-live date is June 5. Leadership reported that there is a detailed plan to manage the project and its risks.
- Foundation planning will restart with a November meeting. Recruitment for foundation leadership is still underway.
- The hospital is reviewing vendor options for the second CT project.
- The hospital expects $1.4 million from the Rural Health Transformation Program to help pay Epic-related costs. The funding depends on completing the required paperwork and receiving the funds.

Community Provider Recruitment

The Board discussed whether Bay Area Hospital should help independent medical practices recruit providers from outside the area. Current requests include pediatric and neurology

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providers. Board members also discussed the need for more adult primary care providers. The discussion included community needs, financial risk, fairness among practices, support for hospital employees, inpatient coverage, and possible funding limits. No action was taken. The topic will return at a future board meeting for further discussion.

Cascade Network

Gretchen provided an update on the Cascade Network, which includes 11 hospitals. The network is designed to help hospitals work together on quality improvement, value-based contracts, technology, purchasing, and shared services. Each hospital will remain independent. The Oregon Health Authority review is complete. During the first three years, the network expects to focus on quality incentives without downside financial risk. Governance work is continuing so member hospitals can choose which contracts they join.

Quality and Patient Safety Committee Report - Melinda Stibal, C&P Officer, Quality Leader

- The Quality and Patient Safety Committee and Clinical Practice Committee were combined. This will reduce duplicate work and create a more coordinated review process.
- The committee is taking a closer look at readmissions, Emergency Department patient flow, infection prevention, and other performance measures.
- Melinda reported that the hospital will step back from Leapfrog reporting for now because it cannot meet all reporting requirements.
- The annual Hospital Scope of Services was presented. It now includes in-house dialysis services.

The Bay Area Hospital Scope of Services was presented for acceptance.

ACTION TAKEN BY THE BOARD

Motion: Accept the Hospital Scope of Services as presented in the Board packet.
Second: Second received.
Vote: Approved unanimously; no opposition noted.

FINANCE COMMITTEE MEETING

Simon Alonzo turned the floor to Kyle Stevens, Finance Committee Chairperson, who opened the Finance Committee portion of the meeting at 6:33 pm.

Finance Committee Report - Patrick Banks, CFO

September Financial Performance

- September ended with about $187,000 in operating income. Operating income for the first quarter was about $389,000.
- Gross charges were about $8 million over budget. Net patient revenue was about $2 million over budget due to higher-than-expected patient volume.
- Operating expenses were about $2.2 million over budget. Higher patient volume and the mix of services increased labor and supply costs.

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- Contract labor rates were better than the budget. Physician and professional fees also benefited from reduced reliance on locum providers and increased use of employed and direct-contract physicians.
- Days cash on hand dropped from about 60 days to 58 days. A delay in a payer payment was one reason for the drop. The payment issue had been resolved by the meeting date.

October Forecasting

- October started with lower patient activity and productivity below expectations. Leadership continues to watch labor costs, Cath Lab and operating room volume, overtime, contract labor, and payer mix.
- At the time of the meeting, October is projected to have a possible loss of up to $900,000 if current trends continue. The month is still open, and leaders are working on improvements.
- Revenue cycle improvements and the Epic transition remain important parts of the financial recovery plan.
- The Board discussed Emergency Department workflow when patients first arrive. The discussion included early clinical observation, patient access needs, and the possibility of more Emergency Department visits.

Executive Session

The Board entered the Executive Session following completion of the open-session reports at 6:54 pm. No Executive Session discussion is recorded in these public minutes.

Return to Regular Session

The Board subsequently returned to open session for medical staff reporting acceptance action at 7:37 pm.

Medical Staff Report to Board on Credentialing

The Medical Staff Report to Board on Physician Credentialing was presented during the Executive session for acceptance.

ACTION TAKEN BY THE BOARD

Motion	Tom McAndrew moved to accept the Medical Executive Committee report.
Second	Kyle Stevens seconded the motion.
Vote	Approved unanimously; no opposition noted.

Medical Executive Committee Meeting Report - Hammad Qadir, MD, Chief of Staff

The Medical Executive Committee report was presented for acceptance.

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ACTION TAKEN BY THE BOARD

Motion	Tom McAndrew moved to accept the Medical Executive Committee report.
Second	Kyle Stevens seconded the motion.
Vote	Approved unanimously; no opposition noted.

Adjournment

There being no further business, the meeting adjourned at 7:37 p.m.

_____ _____

Simon Alonzo, Board Chairperson Date Approved

_____ _____

Patrice Parrott, Board Secretary Date Approved

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Action and Follow-Up Summary

Topic	Follow-Up	Timing
District Board Bylaws	Prepare a consolidated and updated bylaws document for Board discussion and approval.	November 2026 meeting
Workforce Metrics	Develop routine trend reporting for vacancies, travelers, hard-to-fill roles, turnover, and staffing levels.	Future Board packets
Clinical Education	Implement the hybrid education model and gather staff input on education needs.	Beginning January 2027 / staff forum will be held in November
Specialty Pharmacy	Provide a detailed update on operating improvement activities and performance.	Future agenda
ED Front-End Flow	Engage Emergency Department staff and providers in the redesign of arrival, clinical observation, and registration workflow.	Project kickoff planned for November
Provider Recruitment	Return with additional analysis and options for supporting community provider recruitment.	Future Board discussion

Bay Area Hospital

Compliance & HIPAA Report to the Board of Directors – Q3 2026

Reviewing healthcare privacy adherence and regulatory updates

Seven Elements of a Strong Compliance Program

1. Written Policies and Procedures: Standards of conduct and policies that guide daily operations.

2. Compliance Officer and Committee: Designated leadership with authority and board access.

3. Training and Education: Role-based training for all staff and leaders.

4. Open Lines of Communication: Hotline and reporting channels with non-retaliation protection.

5. Auditing and Monitoring: Routine risk assessments and audits of operations.

6. Enforcement and Discipline: Consistent, well-publicized disciplinary standards.

7. Prompt Response and Corrective Action: Timely investigation, remediation and prevention of recurrence.

Element 1: Written Policies and Procedures

- Code of conduct sets expectations for ethical behavior – updated and published 9/2026
- Conflict of Interest – updated and published 9/2026; new process for review of declarations implemented
- Reviewed on a set schedule and updated for regulatory change – all compliance/privacy polices currently reviewed and up to date and moved to an annual cycle.
  - Additional updates ad hoc to comply with regulatory changes
- Easily accessible to all workforce members
  - Available in MCN
  - New and significant updates communicated via multimodal approaches

Element 2: Compliance Officer and Committee

- Multidisciplinary committee meets regularly
  - 2 meetings held Q3
- Direct reporting line to CEO and Board of Directors
  - Monthly CEO 1:1 meetings and ad hoc escalation to board chair



Element 3: Training and Education

- Onboarding and annual training for all staff
  - 94% completion as of 9/30/26
- Board and leadership education on oversight duties
  - Board training completed Q3
  - Annual med staff training planned for December 2026

Element 4: Open Lines of Communication

- Confidential hotline with anonymous reporting option
  - 1 report Q3 – not substantiated; feedback provided to reporter
- Multiple channels for questions and concerns
  - verbal, email, telephone
  - Ongoing; frequent questions brought forward
  - Rounding completed monthly
- Reports logged, tracked and trended



Element 5: Auditing and Monitoring

- Annual compliance risk assessment drives the work plan
  - Workplan updated 8/26
- Routine audits of billing, privacy and access
  - 14 audits completed Q3 (code of conduct, HIPAA, 2-MN rule, Code 44, Interpretation SVC's x3, price transparency, OIG exclusion x3, EMTALA/Transfers x3)
- Ongoing screening of excluded individuals and entities
  - Updated process
  - Staff and vendors included

Element 6: Enforcement and Discipline

- Consistent, well-publicized disciplinary standards
- Applied fairly, regardless of role or seniority
- Documented actions for every violation



Element 7: Prompt Response and Corrective Action

- Timely investigation of every reported concern
- Required reporting and breach notification when applicable
- Remedial training provided
- Tracking and trending of identified breaches

BAY AREA HOSPITAL

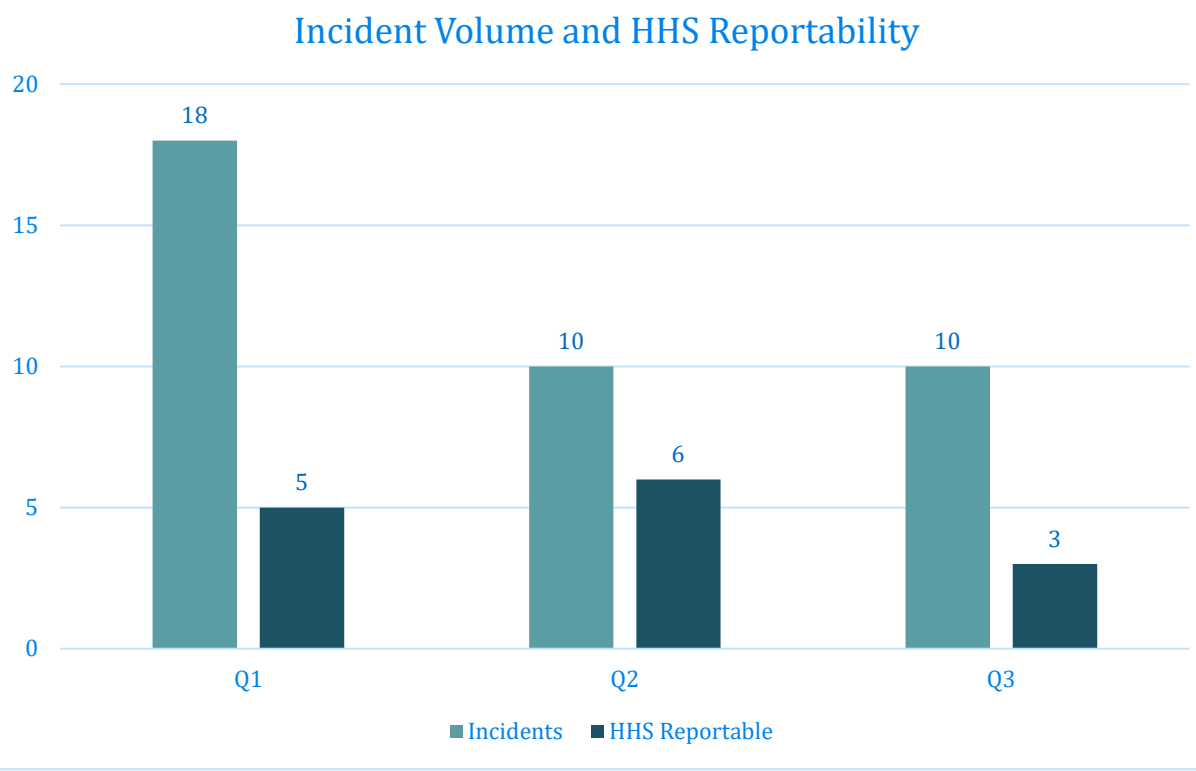
Quarterly presentation summary | Q1–Q3 YTD | Through September 30, 2026				
INCIDENTS REVIEWED	HHS-REPORTABLE EVENTS	REPORTABLE RATE	PATIENTS IN REPORTABLE EVENTS	CLOSED
38	14	36.8%	50	38

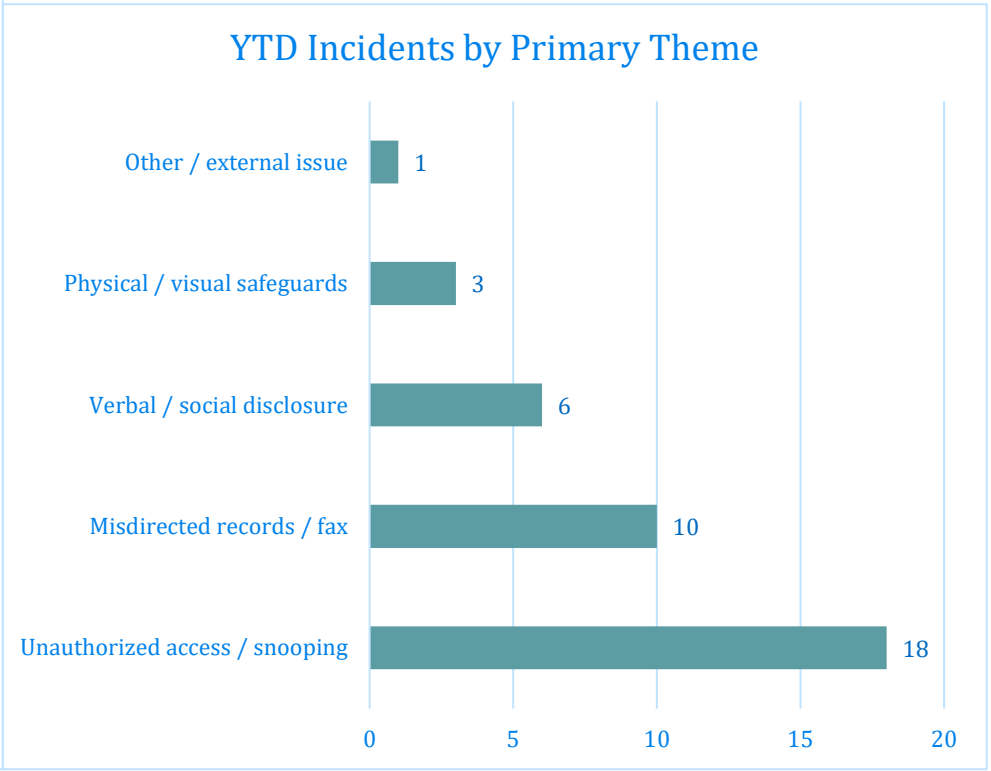
Q3 UPDATE

Q3 volume held at 10 incidents while the HHS-reportable rate fell to 30% from 60% in Q2; 5 patients were affected in reportable events.

THEME

Unauthorized access / snooping is the leading theme (18 incidents; 7 reportable).





BAY AREA HOSPITAL

Questions?

BAY AREA HOSPITAL

Unaudited Financial Statements

for

Month of and Period ended October 31, 2026

Prepared
Thursday, November 12, 2026

Finance Committee Chair
Kyle Stevens

Chief Financial Officer
TBD

BAY AREA HOSPITAL

MONTH END: 10/31/2026

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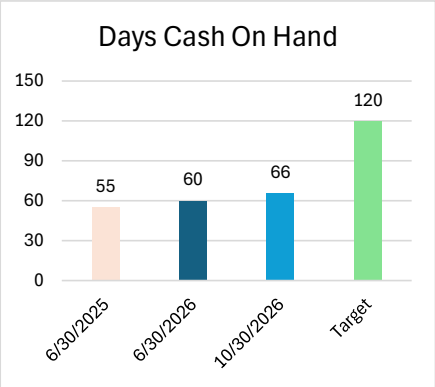
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BAY AREA HOSPITAL

MONTH END: 10/31/2026

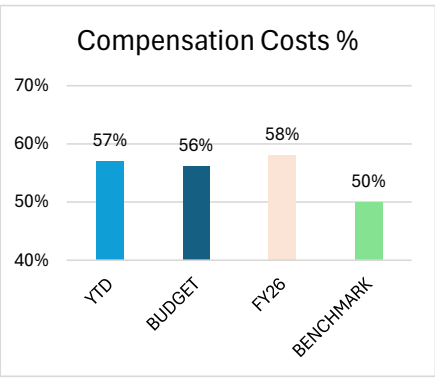
BALANCE SHEET

	YTD 10/31/2026	Prior FYE 6/30/2025
ASSETS		
Current Assets	$ 64,828,273	$ 56,747,947
Investments	28,937,329	28,485,325
Capital Assets (Net)	56,743,701	57,971,456
Other Assets	8,034,059	8,540,259
Total Unrestricted Assets	**$ 158,543,363**	**$ 151,744,987**
Defined Benefit Pension Asset	3,207,625	3,207,625
Total Assets	**$ 161,750,988**	**$ 154,952,612**
LIABILITIES & NET POSITION		
Current Liabilities	$ 45,937,915	$ 38,099,888
Long-Term Debt	43,543,678	44,382,704
Other Long-Term Liabilities	13,622,215	13,482,446
Total Liabilities	**$ 103,103,808**	**$ 95,965,037**
Net Position	58,647,180	58,987,576
Total Liabilities & Net Position	**$ 161,750,988**	**$ 154,952,613**



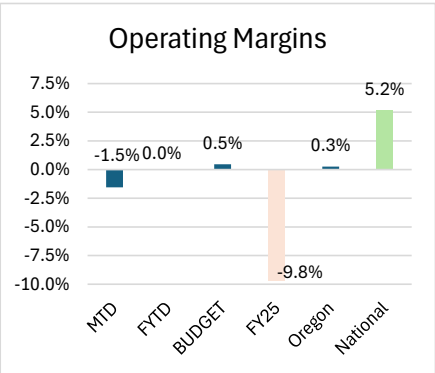
STATEMENT OF REVENUE AND EXPENSES - YTD

	MONTH OF 10/31/2026 ACTUAL	MONTH OF 10/31/2026 BUDGET	YEAR TO DATE ACTUAL	YEAR TO DATE BUDGET
Gross Patient Revenues	$ 83,827,759	$ 84,950,120	$ 345,357,845	$ 337,092,689
Deductions From Revenue	(62,241,275)	(63,599,147)	(258,716,382)	(251,913,520)
Bad Debt & Charity Write-Offs	(1,055,295)	(1,361,827)	(3,936,706)	(5,447,308)
Net Patient Revenues	**$ 20,531,189**	**$ 19,989,146**	**$ 82,704,757**	**$ 79,731,860**
Other Operating Revenues	1,904,145	2,207,575	6,620,495	8,732,656
Total Operating Revenues	**$ 22,435,334**	**$ 22,196,721**	**$ 89,325,252**	**$ 88,464,517**
Salaries, Benefits & Contr. Lbr	$ 12,351,500	$ 11,313,403	$ 47,182,324	$ 44,790,561
Purchased Serv & Phys Fees	3,846,282	3,866,562	15,141,391	15,747,958
Supplies	3,586,181	4,014,155	15,691,884	15,928,348
Other Operating Expenses	2,283,295	2,200,136	8,405,977	8,786,193
Depreciation	714,846	700,747	2,860,879	2,807,060
Total Expenses	**$ 22,782,104**	**$ 22,095,005**	**$ 89,282,454**	**$ 88,060,119**
Net Operating Surplus (Loss)	**$ (346,770)**	**$ 101,717**	**$ 42,798**	**$ 404,398**
Non-Operating Income (Expense)	(50,162)	1,064,358	(383,194)	657,431
TOTAL NET SURPLUS (LOSS)	**$ (396,932)**	**$ 1,166,075**	**$ (340,396)**	**$ 1,061,829**



KEY STATISTICS AND RATIOS

	10/31/2026 ACTUAL	10/31/2026 BUDGET	YEAR TO DATE ACTUAL	YEAR TO DATE BUDGET
Total Discharges	558	547	2,095	2,242
Acute ALOS (Non-Psych)	3.68	3.88	3.81	3.74
Emergency Room Visits	2,625	2,566	8,227	10,476
Total Outpatient Visits	11,515	11,124	45,846	44,496
Operating Room Cases	284	311	1,118	1,234
Cath Lab Cases	105	130	467	516
Total Worked FTEs	769	743	767	743
Total Paid FTEs	864	837	862	837
EBIDA	2.6%	9.6%	4.0%	5.5%
Adjusted EBIDA	2.9%	10.4%	4.4%	6.0%
Current Ratio	1.4	n/a	1.4	n/a
Total Adult ADC	65.9	66.9	64.1	66.9



BAY AREA HOSPITAL

MONTH END:10/31/2026

	Year to Date 10/31/2026	Prior FYE 6/30/2026
Profitability:		
Operating Margin	0.0%	-1.6%
Total Net Surplus (Loss) Margin	-0.4%	-2.1%
EBIDA Margin	4.0%	2.6%
Deductions from Revenue Percentage	76.1%	71.2%
Outpatient Factor	2.74	2.68
Liquidity:		
Days Cash On Hand, All Sources	66	60
Net Days in Accounts Receivable	40	42
Average Payment Period	30	25
Current Ratio	1.41	1.50
Capital Structure:		
Age of Plant (Annualized, in Years)	24.75	15.94
Debt to Assets Ratio	0.83	0.82
Debt Service Coverage Ratio	2.08	2.08
Productivity and Efficiency:		
Worked FTE/AOB	4.26	4.31
Paid FTE/AOB	4.78	4.87
SWB & Contr. Labor as a % of Net Patient Revenue	57%	58%
Salary Expense per Paid FTE (annualized)	$174,257	$169,007
Supply Expense Per Adj Discharge	$2,988	$2,939
Bad Debt Write-off %	0.91%	0.78%
Charity Care Write-off %	0.23%	0.40%
Other Ratios:		
Gross Days in Accounts Receivable	49.27	48.92
Net Revenue per Adjusted Discharge	$15,554	$14,960
Operating Expense per Adjusted Discharge	$15,546	$15,203

BAY AREA HOSPITAL

MONTH END: 10/31/2026

Current Month					Year-To-Date			
Actual	Budget	Variance	Prior Year	STATISTICS	Actual	Budget	Variance	Prior Year
10/31/2026	10/31/2026		10/31/2025	Discharge	10/31/2026	10/31/2026		10/31/2025
492	474	18	504	Medical, Surgical, ICU, and IMCU	1,842	1,947	(105)	1,973
17	28	(11)	35	Psychiatric	74	112	(38)	114
509	502	7	539	Total Adult Discharges	1,916	2,059	(143)	2,087
49	45	4	59	Newborn	179	183	(4)	209
558	547	11	598	Total Discharges	2,095	2,242	(147)	2,296
				Patient Days				
1,809	1,837	(28)	1,794	Medical, Surgical, ICU, and IMCU	7,021	7,289	(268)	6,960
234	238	(4)	265	Psychiatric	869	944	(75)	976
2,043	2,075	(32)	2,059	Total Adult Patient Days	7,890	8,233	(343)	7,936
95	92	3	112	Newborn	335	367	(32)	375
2,138	2,167	(29)	2,171	Total Patient Days	8,225	8,600	(375)	8,311
				Average Length of Stay (ALOS)				
3.68	3.88	(0.20)	3.56	Medical, Surgical, ICU, and IMCU	3.81	3.74	0.07	3.53
13.76	8.50	5.26	7.57	Psychiatric	11.74	8.43	3.31	8.56
4.01	4.13	(0.12)	3.82	Total Adult ALOS	4.12	4.00	0.12	3.80
1.94	2.04	(0.11)	1.90	Newborn ALOS	1.87	2.01	(0.13)	1.79
				Average Daily Census (ADC)				
58	59	(1)	58	Medical, Surgical, ICU, and IMCU	57	59	(2)	57
8	8	(0)	9	Psychiatric	7	8	(1)	8
66	67	(1)	66	Total Adult ADC	64	67	(3)	65
3	3	0	4	Newborn	3	3	(0)	3
				Emergency Room Statistics				
417	423	(6)	431	ER Visits - Admitted	1,638	1,679	(41)	1,631
2,208	2,143	65	2,088	ER Visits - Discharged	6,589	8,797	(2,208)	8,588
2,625	2,566	59	2,519	Total ER Visits	8,227	10,476	(2,249)	10,219
15.89%	16.48%	(0.60%)	17.11%	% of ER Visits Admitted	19.91%	16.03%	3.88%	15.96%
81.93%	84.26%	(2.34%)	79.96%	ER Admissions as a % of Total Admissions	85.49%	81.54%	3.95%	78.15%
				Other Statistics				
11,515	11,124	391	11,735	Total Outpatients Visits	45,846	44,496	1,350	45,433
109	105	4	107	Observation Bed Days	486	415	71	445
2,452	2,340	112	2,146	Clinic Visits - Specialty Clinics	9,504	9,295	209	6,626
80	93	(13)	111	IP Surgical Cases	348	370	(22)	425
204	218	(14)	238	OP Surgical Cases	770	864	(94)	879
105	130	(25)	126	Cath Lab Cases	467	516	(49)	503
				Productivity Statistics				
730	721	(9)	723	Employee FTE Worked	734	721	(12)	741
825	815	(10)	817	Employee FTE Paid	829	815	(14)	837
39	22	(17)	41	Contract FTE Paid	33	22	(11)	53
1.4679	1.5953	(0.1274)	1.5348	Case Mix Index - Medicare	1.5087	1.5953	(0.0866)	1.5815
1.3622	1.5832	(0.2210)	1.6260	Case Mix Index - All Payers	1.5113	1.5832	(0.0719)	1.5834

BAY AREA HOSPITAL

MONTH END:10/31/2026

	Month to Date						
	10/31/2026	Budget	Variance	Var %	10/31/2025	Variance	Var %
Gross Patient Revenue							
Inpatient Revenue	$ 32,435,410	$ 32,539,349	$ (103,939)	-0.3%	$ 26,626,663	$ 5,808,747	21.8%
Outpatient Revenue	51,392,349	52,410,771	(1,018,422)	-1.9%	45,309,041	6,083,308	13.4%
Total Gross Patient Revenue	**$ 83,827,759**	**$ 84,950,120**	**$ (1,122,361)**	**-1.3%**	**$ 71,935,704**	**$ 11,892,055**	**16.5%**
Deductions	$ 62,241,275	$ 63,599,147	$ 1,357,872	2.1%	$ 51,088,823	$ (11,152,452)	-21.8%
Bad Debt	910,637	789,828	(120,809)	-15.3%	257,324	(653,313)	-253.9%
Charity	144,658	571,999	427,341	74.7%	429,919	285,261	66.4%
Total Deductions	$ 63,296,570	$ 64,960,974	$ 1,664,404	2.6%	$ 51,776,066	$ (11,520,504)	-22.3%
Net Patient Revenue	**$ 20,531,189**	**$ 19,989,146**	**$ 542,043**	**2.7%**	**$ 20,159,638**	**$ 371,551**	**1.8%**
Supplemental Payments	1,500,038	1,754,923	(254,885)	-14.5%	1,767,538	(267,500)	-15.1%
Other Oper Revenue	404,107	452,652	(48,545)	-10.7%	343,466	60,641	17.7%
Total Net Revenue	**$ 22,435,334**	**$ 22,196,721**	**$ 238,613**	**1.1%**	**$ 22,270,643**	**$ 164,692**	**0.7%**
Net to Gross Patitent Rev Ratio	24.5%	23.5%			28.0%		
Operating Expenses							
Salaries	$ 8,412,834	$ 8,331,687	$ (81,146)	-1.0%	$ 7,915,210	$ (497,624)	-6.3%
Contract Labor	1,355,112	886,418	(468,694)	-52.9%	$ 1,607,600	252,488	15.7%
Benefits	2,583,555	2,095,298	(488,256)	-23.3%	$ 2,296,902	(286,652)	-12.5%
Physician & Prof Fee	1,676,041	1,583,905	(92,136)	-5.8%	$ 1,461,946	(214,095)	-14.6%
Supplies	3,586,181	4,014,155	427,974	10.7%	$ 3,865,979	279,798	7.2%
Purchased Services	2,170,241	2,282,657	112,416	4.9%	$ 2,300,742	130,501	5.7%
Leases/Rentals	27,337	25,353	(1,984)	-7.8%	$ 26,442	(895)	-3.4%
Depreciation	714,846	700,747	(14,099)	-2.0%	$ 708,889	(5,958)	-0.8%
Provider Tax Expense	1,515,038	1,758,387	243,349	13.8%	$ 1,785,213	270,175	15.1%
Other Oper Expense	740,920	416,396	(324,524)	-77.9%	$ 597,781	(143,138)	-23.9%
Total Operating Expenses	**$ 22,782,104**	**$ 22,095,005**	**$ (687,100)**	**-3.1%**	**$ 22,566,704**	**$ (215,400)**	**-1.0%**
Net Operating Income	**$ (346,770)**	**$ 101,717**	**$ (448,487)**	**-440.9%**	**$ (296,061)**	**$ (50,709)**	**17.1%**
Investment Income	195,964	70,000	125,964	179.9%	125,137	70,827	56.6%
Other Nonop Inc(Exp)	20,680	1,251,024	(1,230,344)	-98.3%	13,195	7,485	56.7%
Interest Expense	(266,806)	(256,667)	(10,139)	4.0%	(272,313)	5,507	-2.0%
Net Surplus (Loss)	**$ (396,932)**	**$ 1,166,075**	**$ (1,563,006)**	**-134.0%**	**$ (430,042)**	**$ 33,111**	**-7.7%**

BAY AREA HOSPITAL

MONTH END: 10/31/2026

	Year to Date					
	10/31/2026	Budget	Variance	Var %	10/31/2025	Variance	Var %
Gross Patient Revenue							
Inpatient Revenue	$ 125,984,758	$ 129,140,252	$ (3,155,494)	-2.4%	$ 104,135,186	$ 21,849,572	21.0%
Outpatient Revenue	219,373,087	207,952,437	11,420,650	5.5%	168,987,501	50,385,586	29.8%
Total Gross Patient Revenue	**$ 345,357,845**	**$ 337,092,689**	**$ 8,265,156**	**2.5%**	**$ 273,122,688**	**$ 72,235,157**	**26.4%**
Deductions	$ 258,716,382	$ 251,913,520	$ (6,802,862)	-2.7%	$ 193,008,664	$ (65,707,718)	-34.0%
Bad Debt	3,157,937	3,159,312	1,375	0.0%	1,011,948	(2,145,989)	-212.1%
Charity	778,769	2,287,996	1,509,228	66.0%	1,293,445	514,677	39.8%
Total Deductions	$ 262,653,088	$ 257,360,828	$ (5,292,259)	-2.1%	$ 195,314,058	$ (67,339,030)	-34.5%
Net Patient Revenue	**$ 82,704,757**	**$ 79,731,860**	**$ 2,972,897**	**3.7%**	**$ 77,808,630**	**$ 4,896,127**	**6.3%**
Supplemental Payments	6,063,777	7,021,047	(957,270)	-13.6%	6,816,864	(753,087)	-11.0%
Other Oper Revenue	556,719	1,711,610	(1,154,891)	-67.5%	1,218,607	(661,888)	-54.3%
Total Net Revenue	**$ 89,325,252**	**$ 88,464,517**	**$ 860,735**	**1.0%**	**$ 85,844,100**	**$ 3,481,152**	**4.1%**
Net to Gross Ratio	*23.9%*	*23.7%*			*28.5%*		
Operating Expenses							
Salaries	$ 33,419,477	$ 32,839,878	$ (579,599)	-1.8%	$ 33,469,968	$ 50,491	0.2%
Contract Labor	4,492,016	3,597,460	(894,555)	-24.9%	6,524,356	2,032,340	31.2%
Benefits	9,270,831	8,353,222	(917,609)	-11.0%	9,372,052	101,221	1.1%
Physician & Prof Fee	6,318,998	6,545,541	226,543	3.5%	6,217,497	(101,501)	-1.6%
Supplies	15,691,884	15,928,348	236,464	1.5%	14,311,840	(1,380,044)	-9.6%
Purchased Services	8,822,393	9,202,417	380,025	4.1%	9,004,363	181,971	2.0%
Leases/Rentals	83,606	102,015	18,409	18.0%	97,524	13,917	14.3%
Depreciation	2,860,879	2,807,060	(53,819)	-1.9%	2,932,244	71,364	2.4%
Provider Tax Expense	6,127,537	7,036,263	908,726	12.9%	6,817,797	690,260	10.1%
Other Oper Expense	2,194,834	1,647,915	(546,919)	-33.2%	1,818,052	(376,782)	-20.7%
Total Operating Expenses	**$ 89,282,454**	**$ 88,060,119**	**$ (1,222,336)**	**-1.4%**	**$ 90,565,692**	**$ 1,283,237**	**1.4%**
Net Operating Income	**$ 42,798**	**$ 404,398**	**$ (361,600)**	**-89.4%**	**$ (4,721,592)**	**$ 4,764,389**	**-100.9%**
Investment Income	505,826	280,000	225,826	80.7%	507,126	(1,300)	-0.3%
Other Nonop Inc(Exp)	201,195	1,404,098	(1,202,902)	-85.7%	116,497	84,698	72.7%
Interest Expense	(1,090,215)	(1,026,667)	(63,548)	6.2%	(1,103,525)	13,310	-1.2%
Net Surplus (Loss)	**$ (340,393)**	**$ 1,061,829**	**$ (1,402,222)**	**-132.1%**	**$ (5,201,494)**	**$ 4,861,101**	**-93.5%**

BAY AREA HOSPITAL

MONTH END:10/31/2026

Assets And Defered Outflows Of Resources	***10/31/2026***	***9/30/2026***	***6/30/2026***
Current Assets			
Cash & Cash Equivalents	$ 13,897,442	$ 9,142,076	$ 10,815,007
Accounts Receivable, net	27,078,242	31,587,374	27,874,641
Inventory	4,973,700	4,830,000	4,709,190
Other Current Assets	18,878,890	17,112,054	13,349,110
Total Current Assets	$ 64,828,273	$ 62,671,504	$ 56,747,947
Investments	$ 28,937,329	$ 28,763,407	$ 28,485,325
Capital Assets			
Depreciable Capital Assets, net	$ 53,977,868	$ 54,521,427	$ 56,046,266
Nondepreciable Capital Assets	2,765,834	2,495,692	1,925,190
Total Capital Assets, net	$ 56,743,701	$ 57,017,119	$ 57,971,456
Leases and Subscriptions, net	$ 4,102,854	$ 4,266,601	$ 4,757,842
Other Non Current Assets	3,931,205	3,904,833	3,782,417
Total Assets	**$ 158,543,363**	**$ 156,623,464**	**$ 151,744,987**
Deferred Outflows Of Resources	3,207,625	3,207,625	3,207,625
Total Assets And Deferred Outflows	**$ 161,750,988**	**$ 159,831,089**	**$ 154,952,612**

Liabilities, Deferred Inflows of Resources, And Net Position	***10/31/2026***	***9/30/2026***	***6/30/2026***
Current Liabilities			
Accounts Payable	$ 8,111,349	$ 8,346,276	$ 7,484,533
Accrued Payroll and Payroll Taxes	3,780,806	3,521,266	4,761,098
Accrued Paid Time Off	5,603,662	5,246,313	5,225,436
Other Accrued Liabilities	19,758,998	17,656,372	11,849,189
3rd Party Settlments Payable, net	5,301,418	5,301,418	5,436,110
Current Portion of Long Term Obligations	3,381,682	3,381,682	3,343,522
Total Current Liabilities	$ 45,937,915	$ 43,453,328	$ 38,099,888
Long Term Obligations, net of current portion	$ 43,543,678	$ 43,737,807	$ 44,382,704
Other Noncurrent Liabilities	3,499,962	3,473,590	3,360,013
Net Pension Liability	0	0	0
Total Liabilities	**$ 92,981,555**	**$ 90,664,725**	**$ 85,842,605**
Deferred Inflows Of Resources	$ 10,138,074	$ 10,138,074	$ 10,138,074
Inter Fund Receivables (Payables)	(15,820)	(15,820)	(15,642)
Total Liabilities & Deferred Cash Inlows	**$ 103,103,808**	**$ 100,786,978**	**$ 95,965,037**
Net Position	$ 58,647,180	$ 59,044,111	$ 58,987,575
Total Liabilities, Deferred Inflows, Net Position	**$ 161,750,988**	**$ 159,831,089**	**$ 154,952,612**

BAY AREA HOSPITAL

MONTH END: 10/31/2026

	Month	*Year to Date*
Cash Flows from Operating Activities:		
Net Income / (loss)	$ (396,932)	$ (340,393)
Adjustments to reconcile net loss to net cash provided by operating activities:		
Change in Value of Investments	$ (173,922)	$ (452,004)
Depreciation & Amortization	714,846	2,860,879
Decreases (Increases) In:		
Receivables	4,509,132	796,399
Inventories of Supplies	(143,700)	(264,510)
Other Current Assets	(1,766,836)	(5,529,780)
Net Pension Asset and Liability	-	-
Other Noncurrent Assets	(26,372)	(148,788)
Increases (Decreases) In:		
Accounts Payable	(234,928)	626,815
Accrued Payroll and Payroll Taxes	259,539	(980,292)
Accrued Paid Time Off	357,349	378,227
Other Current Liabilities	2,102,626	7,909,809
Estimated 3rd Party Settlements	-	(134,692)
Other Noncurrent Liabilities	26,372	139,949
Net cash provided by operating activities	$ 5,227,175	$ 4,861,619
Cash flows from investing activities:		
Purchase of PP&E & Subscriptions	$ (10,287)	$ (54,798)
Leases and Other Subscription Arrangements in Capital	(267,394)	(923,343)
Transfers of Investments to Cash	-	
Net cash provided by investing activities	$ (277,682)	$ (978,141)
Cash flows from financing activities:		
Changes in Interfund Payables/Receivables	$ -	$ (179)
Principle Payments on Debt and Leases	(194,129)	(800,865)
Net cash provided by financing activities	$ (194,129)	$ (801,044)
Net increase (decrease) in cash	**$ 4,755,365**	**$ 3,082,434**
Beginning Cash Balance	$ 9,142,076	$ 10,815,007
Ending Cash Balance	**$ 13,897,441**	**$ 13,897,441**

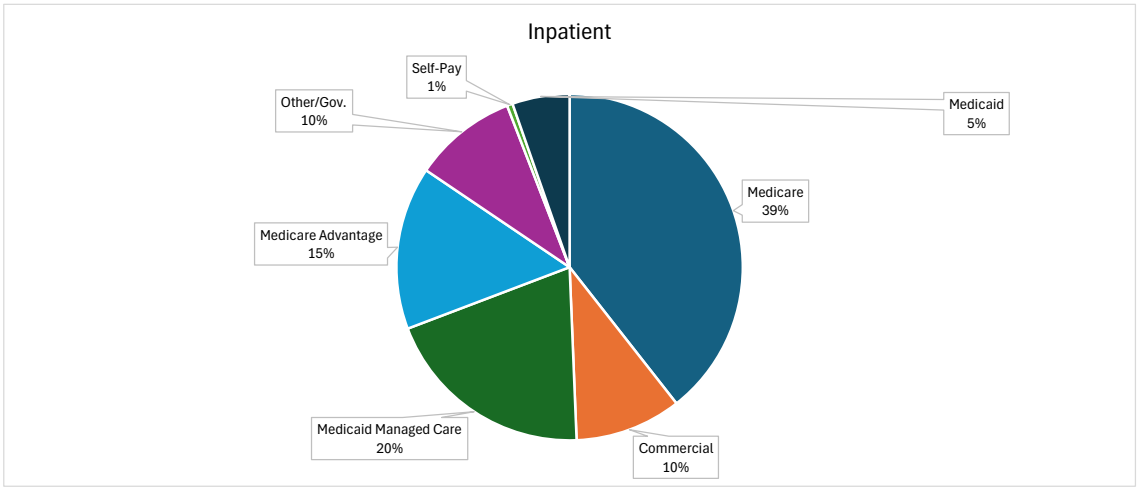
BAY AREA HOSPITAL

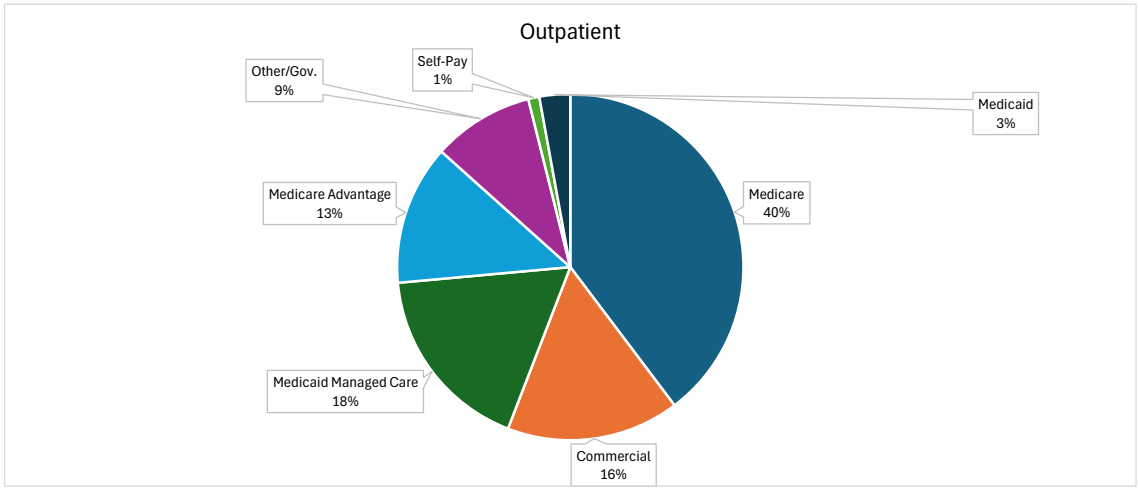
MONTH END: 10/31/2026

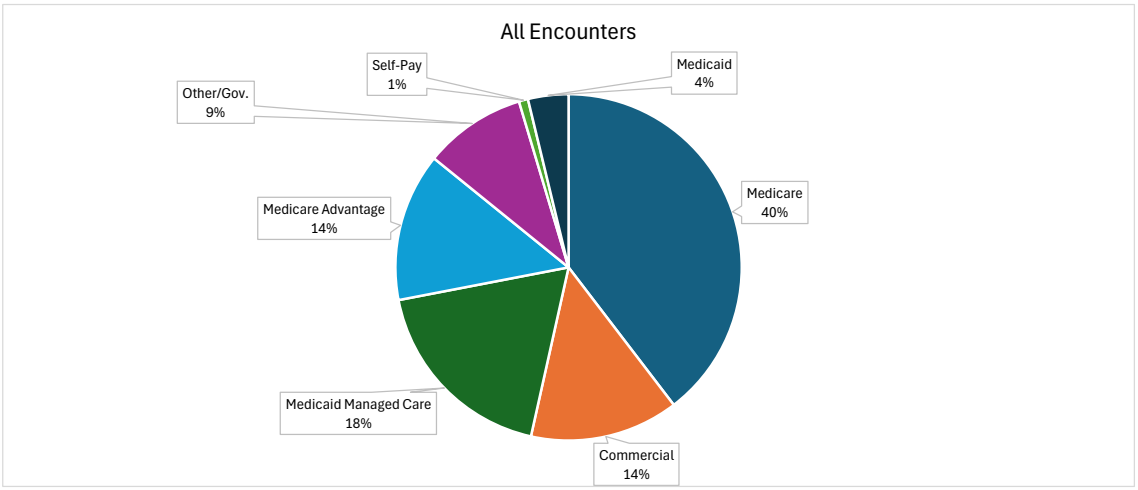
		Actual	Target
Net Days in Accounts Receivable		40.08	< 50
Gross Days in Unbilled Revenue - Discharges Not Final Billed		5.40	< 3.5
Charity Care as a % of Gross Patient Revenue	Current Month	0.17%	~ 0%
	Year- To-Date	0.23%	~ 0%
Bad Debts as a % of Gross Patient Revenue	Current Month	1.09%	~ 1%
	Year- To-Date	0.91%	~ 1%
Collections as a Percentage of Net Patient Revenue	Current Month	104.60%	>= 100%
	Year- To-Date	100.70%	>= 100%
Percentage of Accounts Receivable > 90 Days	Medicare	2%	< 6%
	Commercial	22%	< 15%
	Medicare Advantage	15%	< 15%
	Advanced Health	9%	< 15%
	State Medicaid	7%	< 20%
	Other Payors	19%	< 25%
% of Claims Initially Denied - Partial or Zero Pay	Current Month	10.60%	< 3%
	Year- To-Date	10.64%	< 3%
% Denials Resolved	Current Month	53.57%	100%
% of Patient Responsibility Collected at Point of Service	Current Month	11.10%	20% or >
	Year- To-Date	10.88%	20% or >
Cost to Collect as a % of Cash Collections	Current Month	5.66%	< 5%
	Year- To-Date	6.15%	< 5%
Late Charges as a % of Total Charges	Current Month	4.83%	0%
	Year- To-Date	4.44%	0%
% of Insurance Registrations Verified	Current Month	98.40%	100%
	Year- To-Date	97.48%	100%
% of Accounts Pre-Authorized for Service	Current Month	98.54%	100%
	Year- To-Date	98.15%	100%

BAY AREA HOSPITAL

MONTH END: 10/31/2026







BAY AREA HOSPITAL

MONTH END: 10/31/2026

Current Month Purchases		**Cost**	**Budgeted**
27-009 Paper Towel Dispenser		2,800	√
Capital Expenditure, Current Month	$	2,800	
Previously Purchased in Current Fiscal Year:			
27-002 Hemodialysis System	$	206,055	√
27-003 Borescope	$	10,287	√
27-004 Network Adapter	$	1,515	√
27-005 Patio Doors-3rd FL Patio	$	12,817	√
26-007 Pevco Passport & Barcode (Inactive)	$	19,040	√
26-015 Prizm Cart System (Inactive)	$	32,467	√
26-021 PFT PC System	$	46,988	√
27-001 Urethrotome Set	$	8,823	√
27-003 Borescope	$	10,269	√
24-121 UKG WorkForce Dimensions Impl.	$	61,518	√
26-022 GYNO Cart	$	10,269	√
26-024 Laproscopic Instrument	$	54,798	√
26-023 TeleDoc Cart	$	7,284	√
26-018 Teledoc Capital Lease	$	1,145	√
Capital Expenditure, Previously Purchased	$	483,274	
Total Capital Expenditure, Fiscal YTD	$	486,074	

BAY AREA HOSPITAL

MONTH END: 10/31/2026

Covenant	Status
1) TTM Income Available for Debt Service > $5,000,000	$ 11,612,854
2) Days Cash On Hand > 75	60.6
3) Unrestricted Liquid Funds > $50,000,000	$ 42,834,771

BAY AREA HOSPITAL

MONTH END: 10/31/2026

Month to Date

	10/31/2026	9/30/2026	8/31/2026	7/31/2026	6/30/2026	5/31/2026	4/30/2026
Gross Patient Revenue							
Inpatient Revenue	$ 32,435,410	$ 31,897,917	$ 31,149,482	$ 30,501,949	$ 24,402,714	$ 22,665,808	$ 24,253,268
Outpatient Revenue	51,392,349	58,351,499	53,094,999	56,534,240	45,261,265	41,183,016	45,882,317
Total Gross Patient Revenue	**$ 83,827,759**	**$ 90,249,416**	**$ 84,244,481**	**$ 87,036,189**	**$ 69,663,979**	**$ 63,848,824**	**$ 70,135,585**
Deductions	$ 62,241,275	$ 67,795,033	$ 63,189,432	$ 65,490,642	$ 47,644,944	$ 44,194,096	$ 49,201,875
Bad Debt	910,637	596,262	885,697	765,341	891,567	548,926	(518,513)
Charity	144,658	227,553	180,503	226,054	161,406	300,477	531,244
Total Deductions	$ 63,296,570	$ 68,618,848	$ 64,255,632	$ 66,482,037	$ 48,697,916	$ 45,043,499	$ 49,214,606
Net Patient Revenue	**$ 20,531,189**	**$ 21,630,567**	**$ 19,988,849**	**$ 20,554,151**	**$ 20,966,063**	**$ 18,805,325**	**$ 20,920,979**
Supplemental Payments	1,500,038	2,202,593	1,200,000	1,161,146	1,860,396	1,654,526	1,578,204
Other Oper Revenue	404,107	271,715	107,980	(227,085)	139,822	249,054	99,065
Total Net Revenue	**$ 22,435,334**	**$ 24,104,876**	**$ 21,296,830**	**$ 21,488,213**	**$ 22,966,281**	**$ 20,708,905**	**$ 22,598,248**
Net to Gross Patitent Rev Ratio	*24.5%*	*24.0%*	*23.7%*	*23.6%*	*30.1%*	*29.5%*	*29.8%*
Operating Expenses							
Salaries	$ 8,412,834	$ 8,329,284	$ 8,425,650	$ 8,251,709	$ 7,778,160	$ 8,241,018	$ 7,734,115
Contract Labor	1,355,112	1,251,092	1,065,102	820,710	1,300,126	1,014,745	892,120
Benefits	2,583,555	2,400,218	1,957,117	2,329,942	2,738,721	1,633,313	3,063,878
Physician & Prof Fee	1,676,041	1,501,673	1,564,085	1,577,199	1,483,253	1,584,349	1,723,043
Supplies	3,586,181	4,629,072	3,832,330	3,644,301	4,238,817	3,002,740	4,774,497
Purchased Services	2,170,241	2,141,680	2,010,607	2,499,864	2,283,195	2,215,907	1,587,683
Leases/Rentals	27,337	19,598	21,492	15,180	22,206	22,370	22,944
Depreciation	714,846	717,067	713,655	715,312	718,521	761,446	759,992
Provider Tax Expense	1,515,038	2,227,741	1,212,000	1,172,758	1,879,000	1,671,071	1,593,986
Other Oper Expense	740,920	700,007	379,095	374,812	454,196	443,042	369,252
Total Operating Expenses	**$ 22,782,104**	**$ 23,917,430**	**$ 21,181,133**	**$ 21,401,787**	**$ 22,896,195**	**$ 20,590,001**	**$ 22,521,510**
Net Operating Income	**$ (346,770)**	**$ 187,446**	**$ 115,696**	**$ 86,426**	**$ 70,086**	**$ 118,904**	**$ 76,738**
Investment Income	195,964	159,648	92,238	57,979	92,713	78,765	69,847
Other Nonop Inc(Exp)	20,680	15,771	162,865	1,879	97,607	62,103	25,633
Interest Expense	(266,806)	(259,429)	(294,123)	(269,856)	(272,931)	(271,827)	(272,484)
Net Surplus (Loss)	**$ (396,932)**	**$ 103,435**	**$ 76,676**	**$ (123,572)**	**$ (12,525)**	**$ (12,054)**	**$ (100,266)**

BAY AREA HOSPITAL

MONTH END: 10/31/2026

	Month to Date					
	3/31/2026	*2/28/2026*	*1/31/2026*	*12/31/2025*	*11/30/2025*	*10/31/2025*
Gross Patient Revenue						
Inpatient Revenue	$ 27,718,013	$ 24,785,270	$ 25,285,811	$ 27,533,675	$ 24,794,900	$ 26,626,663
Outpatient Revenue	48,055,032	40,043,628	42,203,815	42,929,314	39,172,236	45,309,041
Total Gross Patient Revenue	**$ 75,773,045**	**$ 64,828,898**	**$ 67,489,626**	**$ 70,462,989**	**$ 63,967,137**	**$ 71,935,704**
Deductions	$ 53,160,373	$ 45,076,087	$ 47,381,190	$ 48,583,922	$ 45,505,698	$ 51,088,823
Bad Debt	969,179	498,518	705,872	1,565,159	731,546	257,324
Charity	203,881	273,183	261,151	61,263	191,298	429,919
Total Deductions	$ 54,333,433	$ 45,847,788	$ 48,348,214	$ 50,210,344	$ 46,428,542	$ 51,776,066
Net Patient Revenue	**$ 21,439,613**	**$ 18,981,110**	**$ 19,141,412**	**$ 20,252,644**	**$ 17,538,595**	**$ 20,159,638**
Supplemental Payments	1,914,746	1,686,583	1,676,398	1,802,141	1,534,499	1,767,538
Other Oper Revenue	349,576	513,838	899,461	(63,067)	802,893	343,466
Total Net Revenue	**$ 23,703,934**	**$ 21,181,531**	**$ 21,717,271**	**$ 21,991,719**	**$ 19,875,987**	**$ 22,270,643**
Net to Gross Patitent Rev Ratio	*28.3%*	*29.3%*	*28.4%*	*28.7%*	*27.4%*	*28.0%*
Operating Expenses						
Salaries	$ 8,107,901	$ 7,350,047	$ 7,933,015	$ 7,896,929	$ 8,161,024	$ 7,915,210
Contract Labor	865,999	1,057,989	1,126,720	901,445	726,015	1,607,600
Benefits	2,125,341	1,758,927	1,512,921	1,917,631	1,837,150	2,296,902
Physician & Prof Fee	1,977,458	1,531,129	2,008,633	1,521,919	1,347,277	1,461,946
Supplies	4,488,361	4,635,729	3,924,063	3,994,123	3,450,109	3,865,979
Purchased Services	2,811,916	1,784,481	2,375,422	2,003,334	1,812,019	2,300,742
Leases/Rentals	35,056	15,262	38,036	28,830	16,790	26,442
Depreciation	769,694	770,547	863,605	705,876	708,467	708,889
Provider Tax Expense	1,933,893	1,703,449	1,693,162	1,820,163	1,549,844	1,785,213
Other Oper Expense	401,240	465,466	167,886	1,037,336	587,523	597,781
Total Operating Expenses	**$ 23,516,862**	**$ 21,073,027**	**$ 21,643,463**	**$ 21,827,587**	**$ 20,196,218**	**$ 22,566,704**
Net Operating Income	**$ 187,073**	**$ 108,504**	**$ 73,808**	**$ 164,132**	**$ (320,231)**	**$ (296,061)**
Investment Income	9,619	137,692	64,439	75,553	136,471	125,137
Other Nonop Inc(Exp)	155,989	179,432	30,652	24,726	88,187	13,195
Interest Expense	(256,406)	(283,115)	(292,764)	(252,906)	(297,114)	(272,313)
Net Surplus (Loss)	**$ 96,275**	**$ 142,513**	**$ (123,865)**	**$ 11,505**	**$ (392,686)**	**$ (430,042)**