

# Kaweah Delta Health Care District Board of Directors Meeting

*Health is our Passion. Excellence is our Focus. Compassion is our Promise.*



**DATE POSTED:** March 17, 2026

## SPECIAL NOTICE

**Date:** Wednesday, March 18, 2026

**Location:** Kaweah Health Medical Center – Executive Office Conference Room

**Address:** 305 W. Acequia Avenue, Visalia, California 93291

Please join my meeting from your computer, tablet or smartphone.

<https://meet.goto.com/KelsieD/kaweahdeltahealthcaredistrictboardofdirectorsmeeti>

**You can also dial in using your phone.**

Access Code: 460-561-181

United States: [+1 \(646\) 749-3122](tel:+16467493122)

### SCHEDULE:

- **4:00 PM** – Open Session

### AMERICANS WITH DISABILITIES ACT (ADA) NOTICE:

In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Board Clerk at (559) 624-2330. Notification at least 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the meeting.

### POSTING NOTICE:

All Kaweah Delta Health Care District regular Board and committee meeting notices and agendas are posted at least **72 hours** prior to the meeting (and **24 hours** prior to special meetings) in the Kaweah Health Medical Center, Mineral King Wing, near the Mineral King entrance, in accordance with Government Code §54954.2(a)(1).

### PUBLIC RECORDS:

Disclosable public records related to this agenda are available for public inspection at:

**Kaweah Health Medical Center – Acequia Wing, Executive Offices (1st Floor)**

400 West Mineral King Avenue, Visalia, CA 93291

**Mike Olmos • Zone 1**  
Board Member

**Jonna Schengel • Zone 2**  
Board Member

**Dean Levitan, MD • Zone 3**  
Secretary/Treasurer

**David Francis • Zone 4**  
President

**Armando Murrieta • Zone 5**  
Vice President

# Kaweah Delta Health Care District

## Board of Directors Meeting

*Health is our Passion. Excellence is our Focus. Compassion is our Promise.*



You may also request records by contacting the Board Clerk at (559) 624-2330 or [kedavis@kaweahhealth.org](mailto:kedavis@kaweahhealth.org), or by visiting the District's website at [www.kaweahhealth.org](http://www.kaweahhealth.org).

### **KAWEAH DELTA HEALTH CARE DISTRICT**

David Francis, Secretary/Treasurer

#### **Prepared by:**

A handwritten signature in blue ink, appearing to read "Kelsie K. Davis".

Kelsie K. Davis  
Board Clerk / Executive Assistant to the CEO

#### **DISTRIBUTION:**

Governing Board, Legal Counsel, Executive Team, Chief of Staff, [www.kaweahhealth.org](http://www.kaweahhealth.org)

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# Kaweah Delta Health Care District Board of Directors Meeting

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This agenda is posted in compliance with the Ralph M. Brown Act, including amendments enacted under Senate Bill 707.

## **KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS FINANCE, PROPERTY, SERVICES & ACQUISITION COMMITTEE MEETING**

Kaweah Health Medical Center – Executive Office Conference Room  
305 W. Acequia, Visalia, CA

**Wednesday March 18, 2026 {Special Committee Meeting}**

Please join my meeting from your computer, tablet or smartphone.

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### **OPEN SESSION 4:00 PM**

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**ATTENDING:** Directors: David Francis (Chair) & Dean Levitan; Marc Mertz, Chief Executive Officer. Malinda Tupper, Chief Financial Officer; Jennifer Stockton, Director of Finance, Kevin Morrison, VP Support Services; Jag Bath, Chief Operating Officer; Kelsie Davis, Board Clerk Recording

**1. CALL TO ORDER**

**2. PUBLIC COMMENT** – Members of the public may comment on agenda items before action is taken and after it is discussed by the Board. Each speaker will be allowed five minutes.

Members of the public wishing to address the Board concerning items not on the agenda and within the jurisdiction of the Board are requested to identify themselves at this time.

**3. MINUTES-** Review of open minutes from February 2026.

*Recommended action to send minutes to the Board of Directors.*

**4. FINANCIALS-** Review of the current fiscal year financial results and budget.

**5. FISCAL YEAR 2027 BUDGET PROCESS-** Review of the annual budget process.

**6. MENTAL HEALTH EXPANSION-** Review of the expansion process.

**7. ADJOURN**

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Wednesday March 18, 2026

**Mike Olmos • Zone 1**  
Board Member

**Jonna Schengel • Zone 2**  
Board Member

**Dean Levitan, MD • Zone 3**  
Secretary/Treasurer

**David Francis • Zone 4**  
President

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Vice President

# Kaweah Delta Health Care District

## Board of Directors Meeting

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### Agenda Posting and Public Records

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Wednesday March 18, 2026

**Mike Olmos • Zone 1**  
Board Member

**Jonna Schengel • Zone 2**  
Board Member

**Dean Levitan, MD • Zone 3**  
Secretary/Treasurer

**David Francis • Zone 4**  
President

**Armando Murrieta • Zone 5**  
Vice President

# Kaweah Delta Health Care District Board of Directors Committee Meeting

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## ***KAWEAH DELTA HEALTH CARE DISTRICT BOARD OF DIRECTORS FINANCE, PROPERTY, SERVICES & ACQUISITION COMMITTEE MINUTES***

Kaweah Health Medical Center  
305 W. Acequia Avenue, Executive Office Conference Room (1<sup>st</sup> Floor)

### **Wednesday February 18, 2025**

Present: Directors: David Francis (Chair) & Dean Levitan; Marc Mertz, Chief Executive Officer. Malinda Tupper, Chief Financial Officer; Jennifer Stockton, Director of Finance, Jag Batth, Chief Operating Officer; Kelsie Davis, Board Clerk Recording

**OPEN MEETING – Called to order at 10:07AM**

**PUBLIC PARTICIPATION** –None

**MINUTES-** Reviewed and forward to the Board for approval.

**SEMI ANNUAL INVESTMENTS REPORT-** Review of report ending December 31, 2026. This was recommended to forward to the Board for approval on consent calendar.

**FINANCIALS-** Review of the most current fiscal year financial results and budget.

**ADJOURN** – 11:12am *David Francis, Board Secretary/Treasurer*

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**Mike Olmos • Zone 1**  
Board Member

**VACANT • Zone 2**

**Dean Levitan, MD • Zone 3**  
Secretary/Treasurer

**David Francis • Zone 4**  
President

**Armando Murrieta • Zone 5**  
Vice President

# CFO Financial Report

## Month Ending February 2026

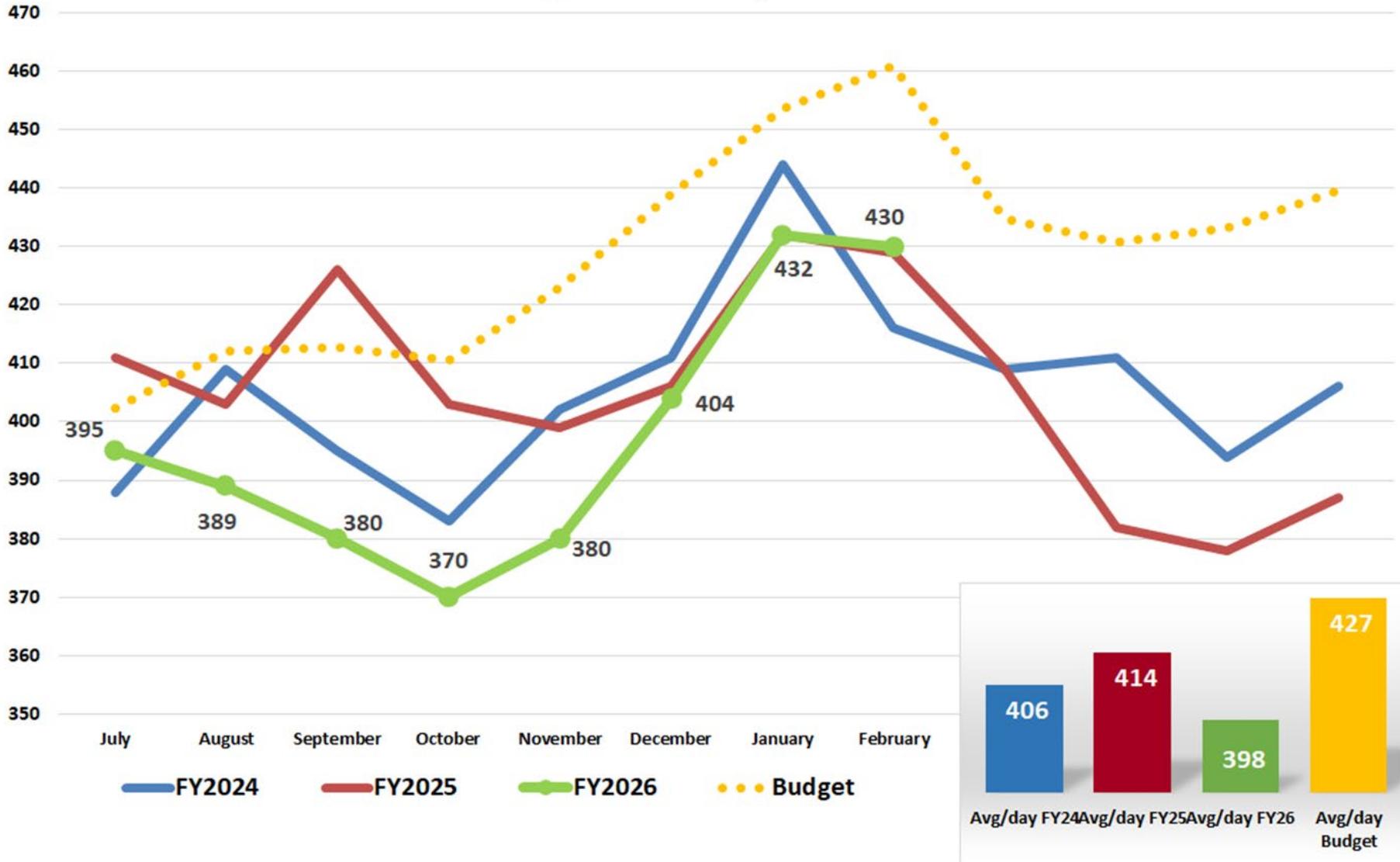


## Fiscal Year 2027 Budget Calendar

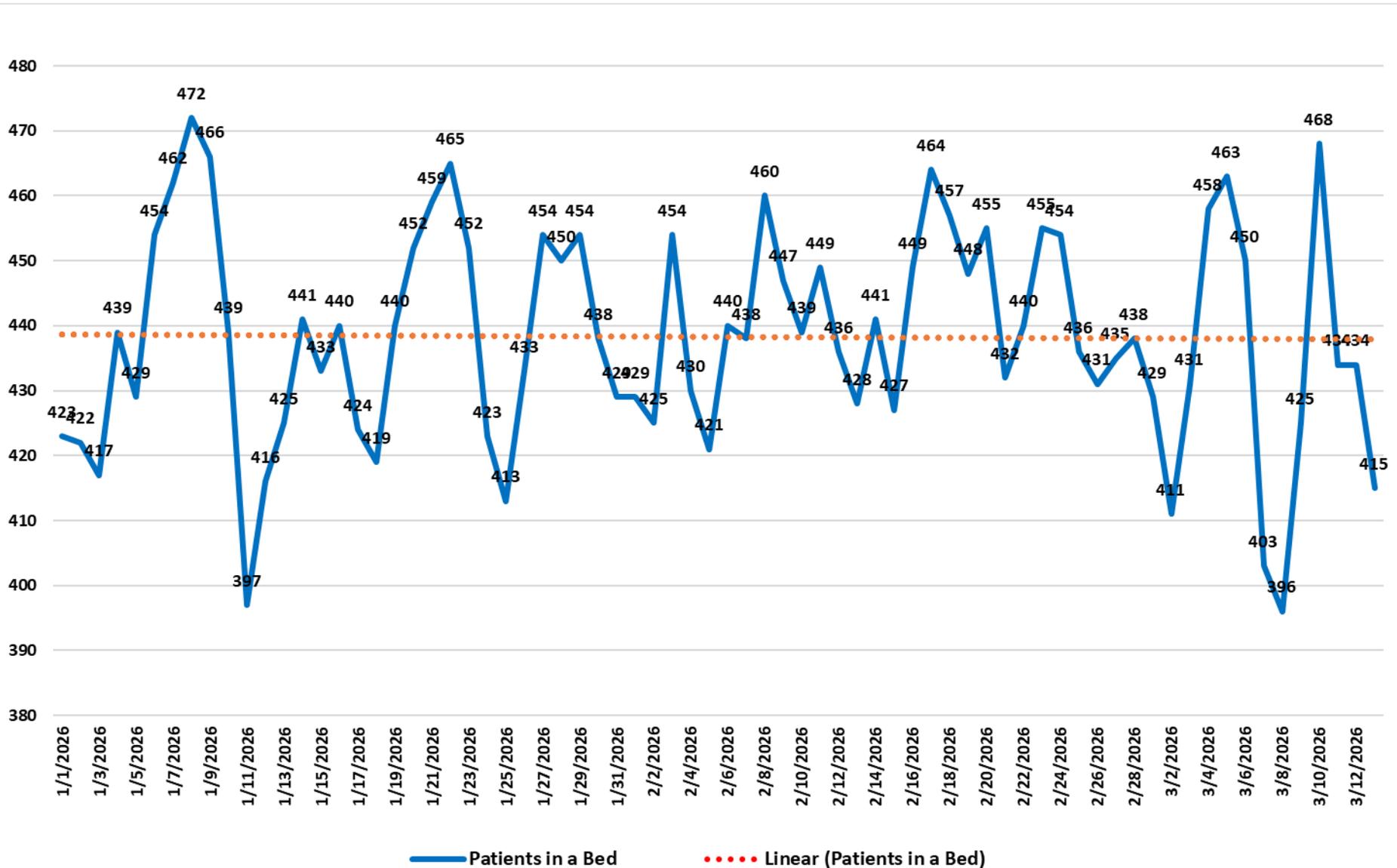
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Wednesday	March 11, 2026	Finance Department starts preparing cost center operating budgets using 8-month FYTD actual results and guiding principles adopted by Executive Team
Friday	March 20, 2026	Operating budgets with statistics distributed to cost center Directors Capital budgets distributed to cost center directors
Friday	April 17, <u>2026</u>	Completed VP reviewed and approved cost center <u>Operating Budgets AND Capital Budgets</u> submitted to Finance Department
Monday	April 20 – May 8	First round of Budget meeting sessions will begin with Executives, Directors, & Managers
Monday	May 18, 2026	First draft of budget presented to Executive Team
Monday	May 18, 2026	Leadership/Finance Team submits final vetted capital equipment budget
Wednesday	May 20, 2026	Present to Board of Directors of preliminary budget concepts and guidelines
Wednesday	June 10, 2026	Budget finalized in preparation for Board Meeting
Friday	June 12, 2026	Complete presentation for Finance Board Meeting due
Wednesday	June 17, 2026	Present to Finance Board
Friday	June 19, 2026	Complete presentation for Board Meeting due
Wednesday	June 24, 2026	Final budget presented to Board of Directors for approval

# Average Daily Census



# Patients in a Bed YTD 2026



# Statistical Results – Fiscal Year Comparison (Feb)

Actual Results			Budget	Budget Variance	
Feb 2025	Feb 2026	% Change	Feb 2026	Change	% Change

**Average Daily Census**                      **429**                      **430**                      **0.2%**                      **461**                      **(31)**                      **(6.7%)**

**KDHCD Patient Days:**

Medical Center	8,287	7,937	(4.2%)	8,628	(691)	(8.0%)
Acute I/P Psych	981	1,306	33.1%	1,484	(178)	(12.0%)
Sub-Acute	853	880	3.2%	851	29	3.4%
Rehab	664	773	16.4%	652	121	18.6%
TCS-Ortho	375	364	(2.9%)	378	(14)	(3.7%)
NICU	335	414	23.6%	389	25	6.4%
Nursery	512	363	(29.1%)	520	(157)	(30.2%)

**Total KDHCD Patient Days**                      **12,007**                      **12,037**                      **0.2%**                      **12,902**                      **(865)**                      **(6.7%)**

**Total Outpatient Volume**                      **58,156**                      **58,800**                      **1.1%**                      **63,898**                      **(5,098)**                      **(8.0%)**

# Statistical Results – Fiscal Year Comparison (Jul-Feb)

Actual Results			Budget	Budget Variance	
FYTD 2025	FYTD 2026	% Change	FYTD 2025	Change	% Change

**Average Daily Census**                      **413**                      **397**                      **(3.8%)**                      **426**                      **(29)**                      **(6.9%)**

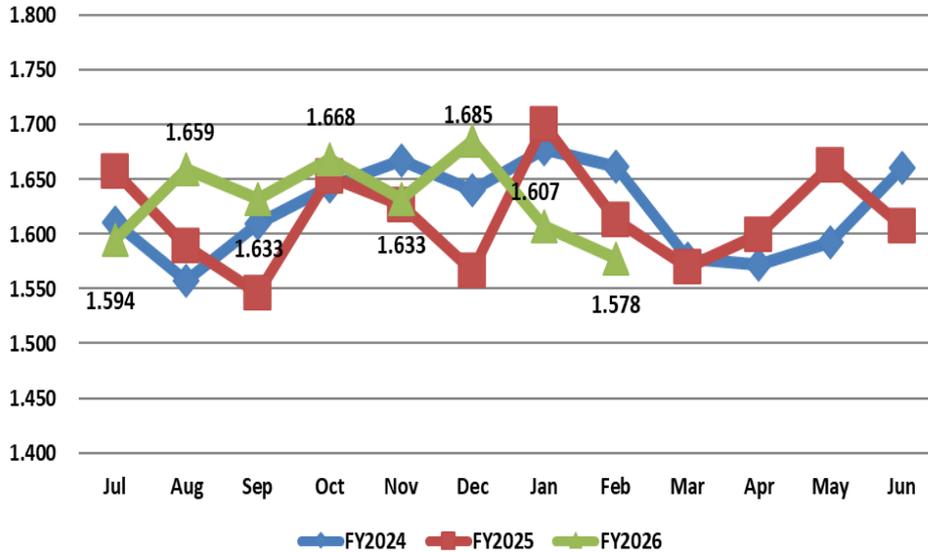
**KDHCD Patient Days:**

Medical Center	69,127	63,494	(8.1%)	69,268	(5,774)	(8.3%)
Acute I/P Psych	8,780	10,796	23.0%	11,988	(1,192)	(9.9%)
Sub-Acute	7,319	7,085	(3.2%)	7,294	(209)	(2.9%)
Rehab	4,857	5,346	10.1%	5,119	227	4.4%
TCS-Ortho	2,906	3,358	15.6%	3,092	266	8.6%
NICU	3,291	3,005	(8.7%)	3,062	(57)	(1.9%)
Nursery	4,179	3,420	(18.2%)	3,790	(370)	(9.8%)

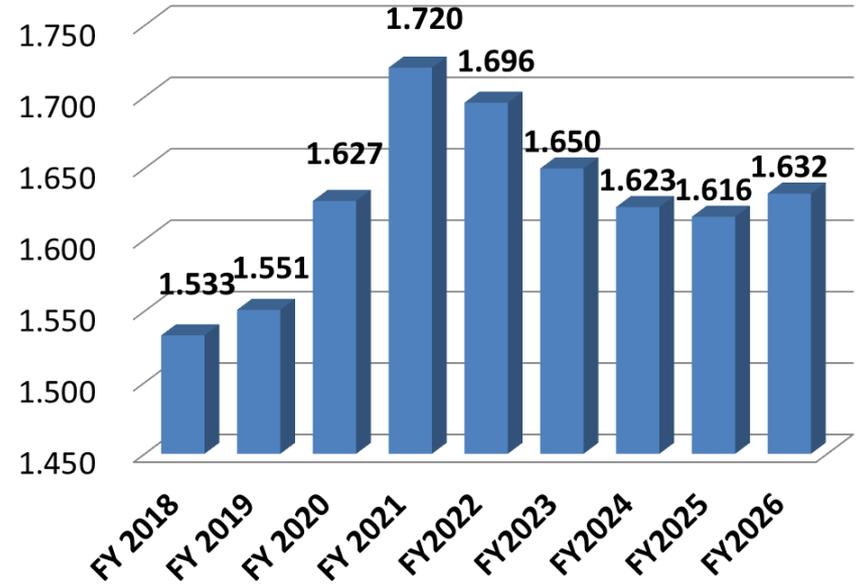
**Total KDHCD Patient Days**                      **100,459**                      **96,504**                      **(3.9%)**                      **103,613**                      **(7,109)**                      **(6.9%)**

**Total Outpatient Volume**                      **478,663**                      **497,446**                      **3.9%**                      **554,542**                      **(57,096)**                      **(10.3%)**

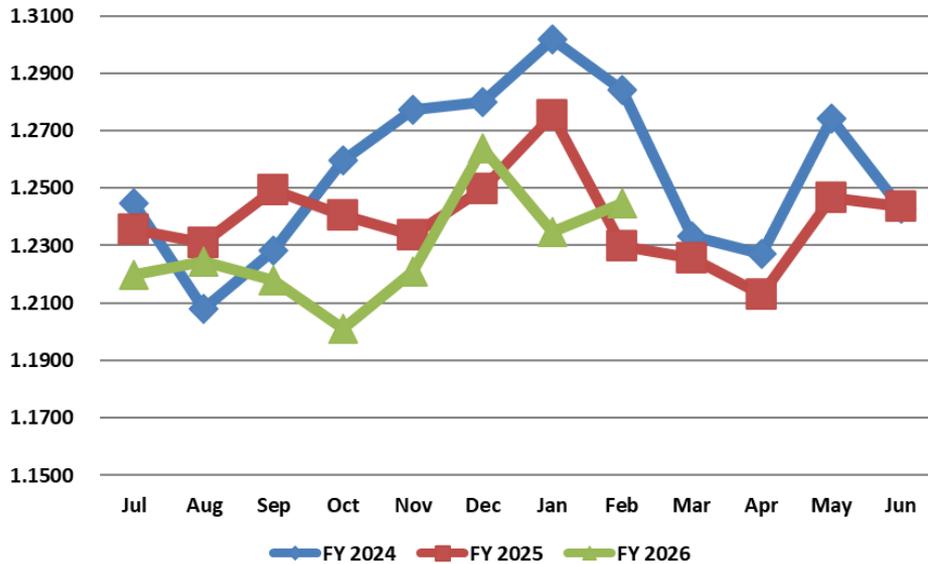
### Case Mix Index w/o Normal Newborns



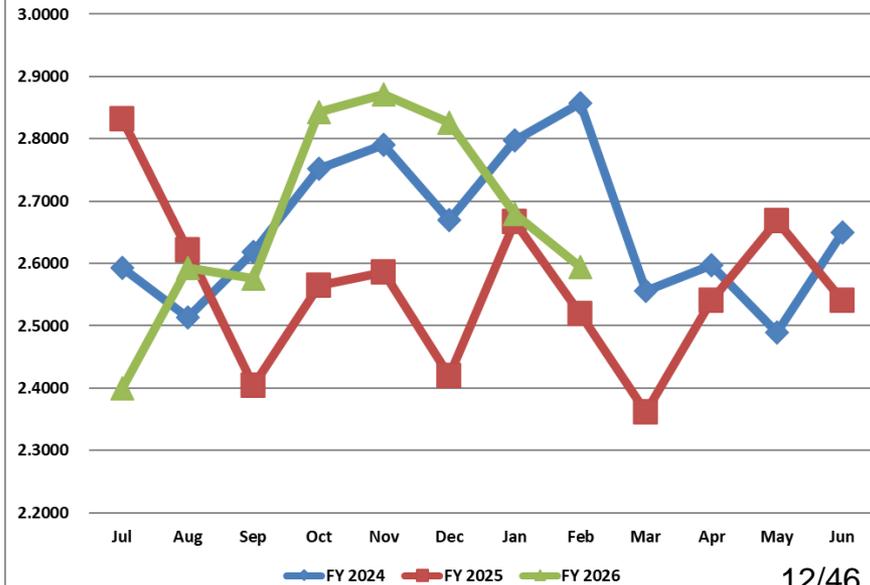
### Case Mix Index w/o Normal Newborns - All



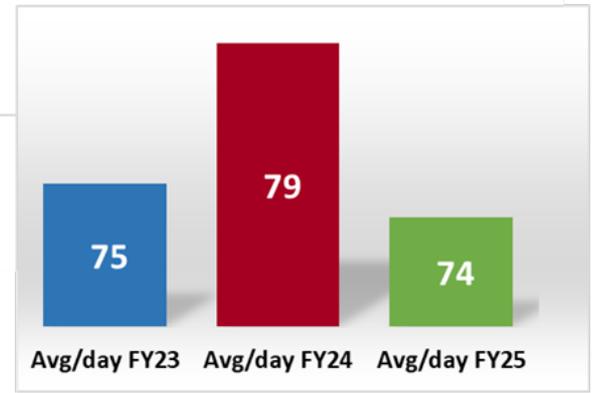
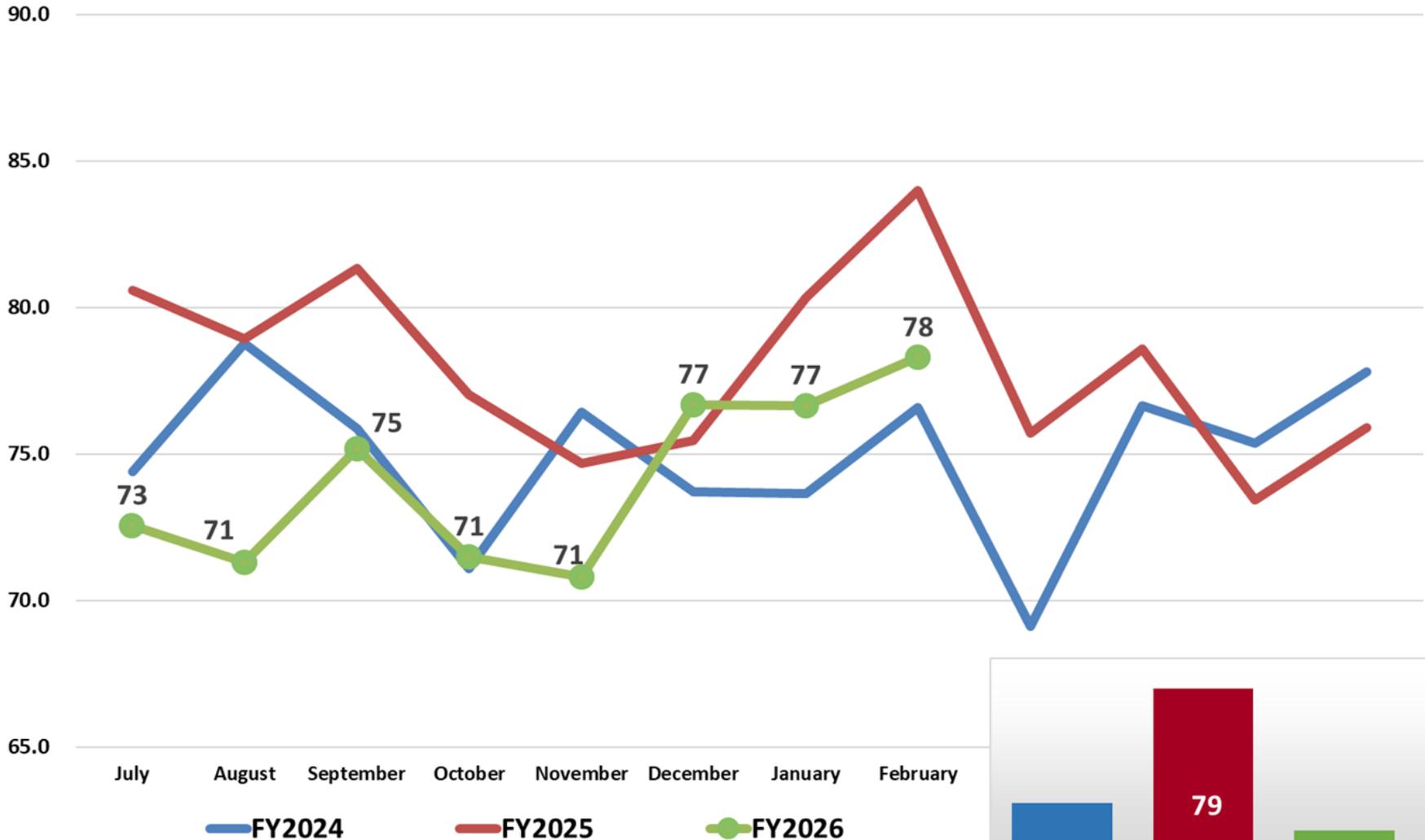
### Case Mix Medical w/o Normal Newborns



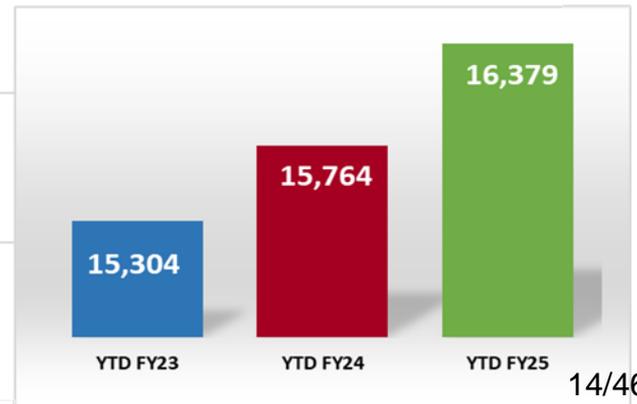
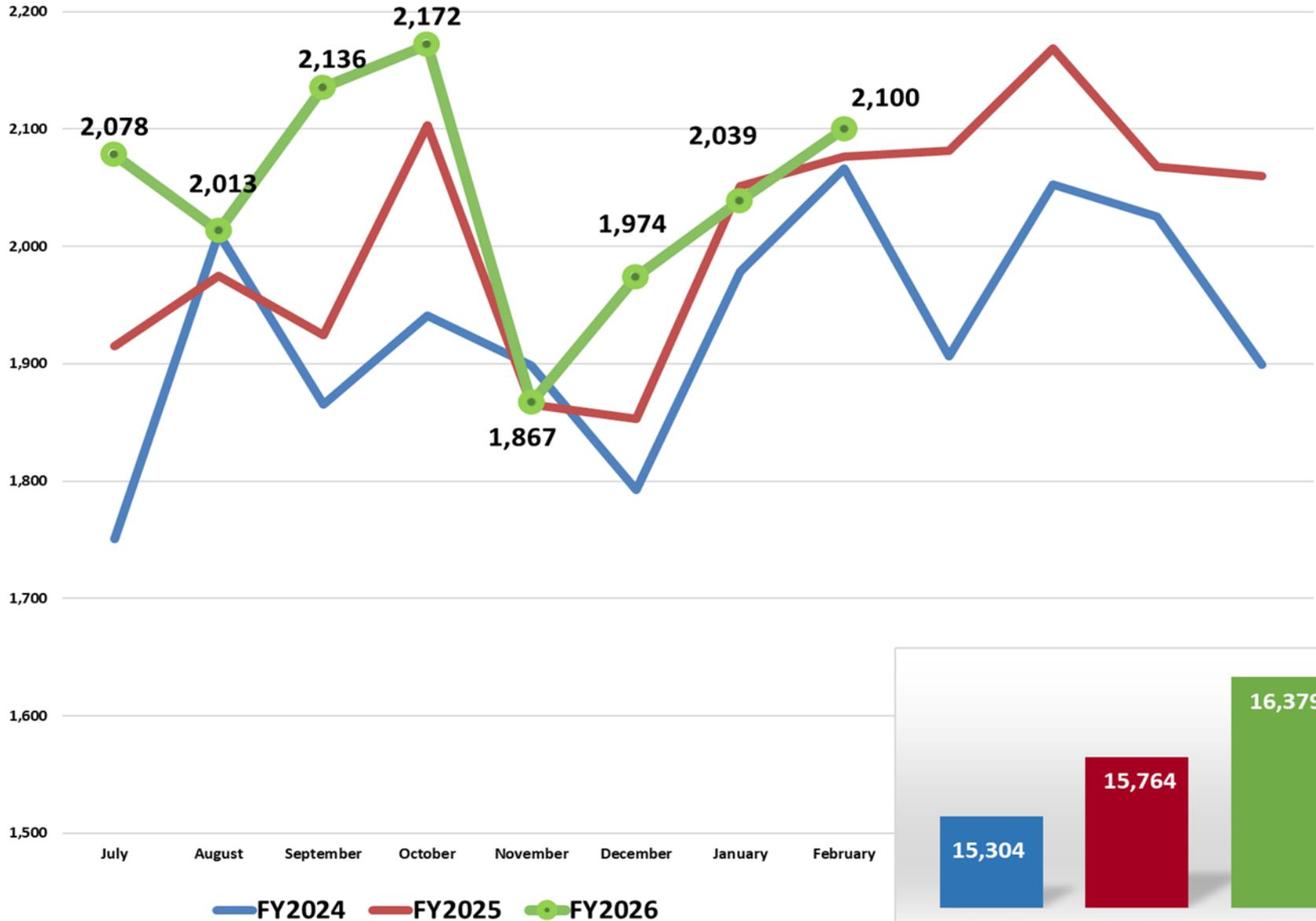
### Case Mix Index Surgical w/o Normal Newborns



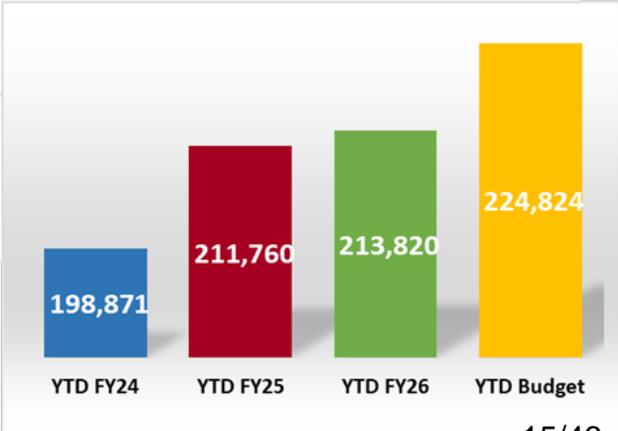
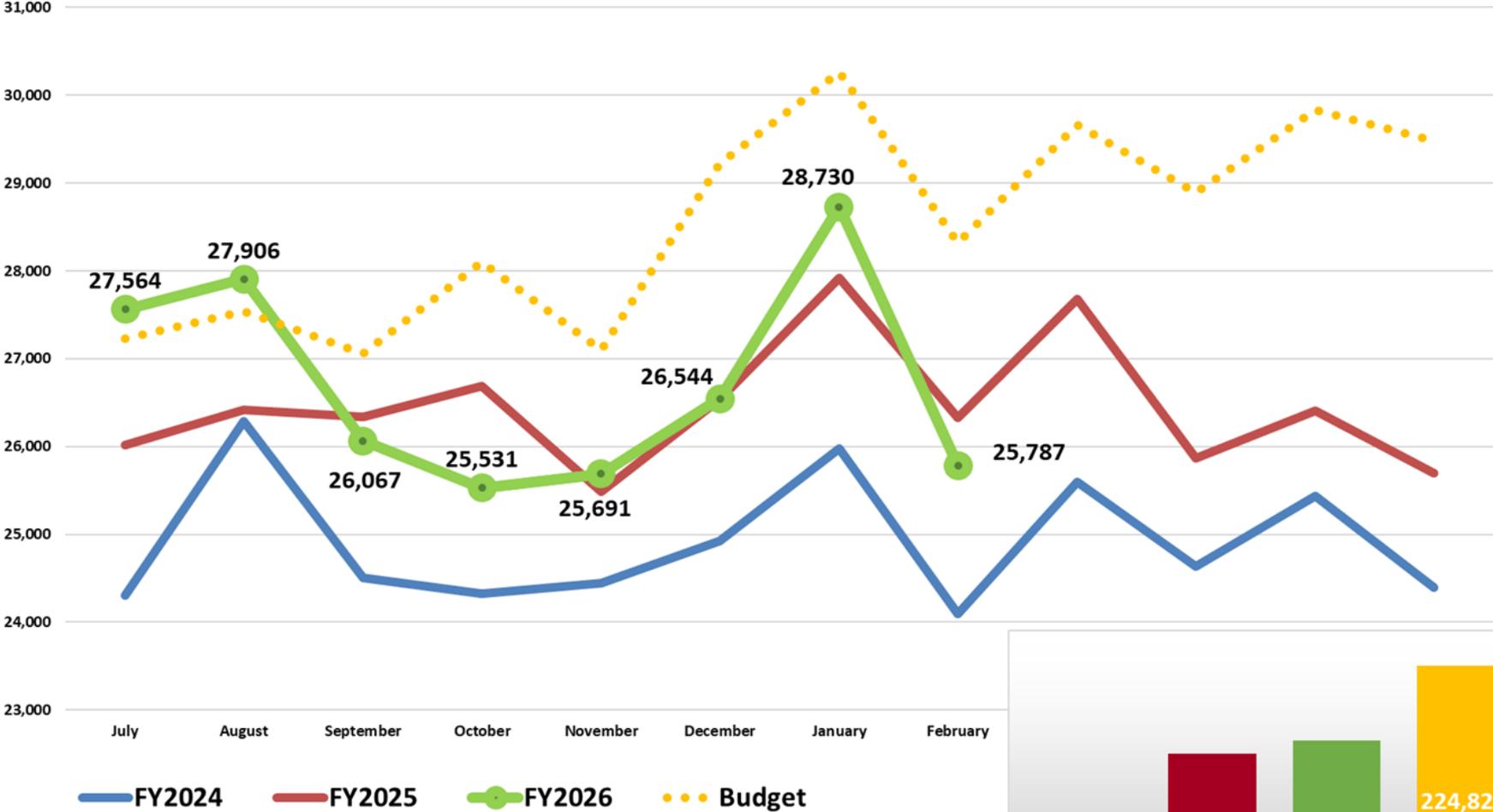
# Average Discharges per Day



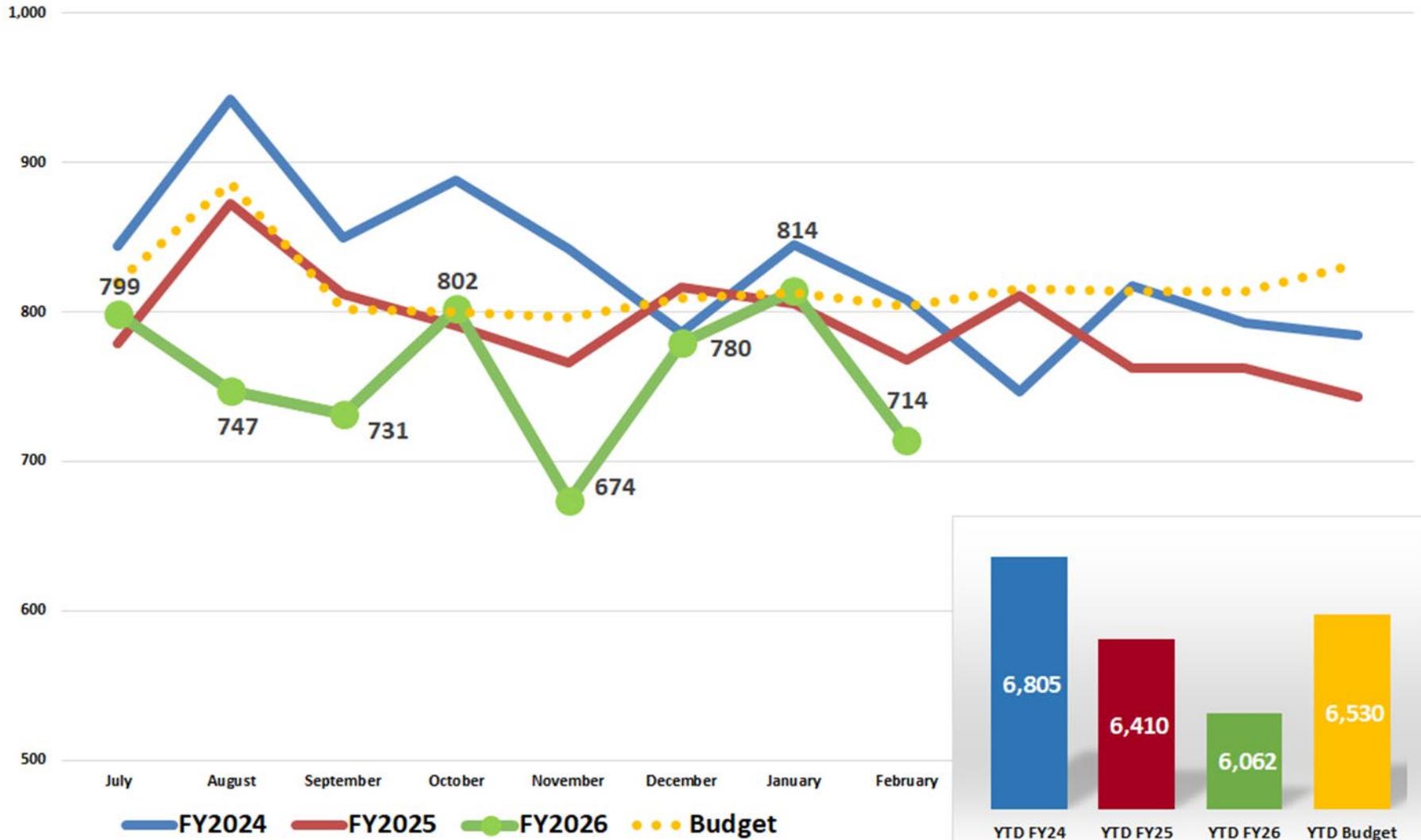
# Outpatient Registrations Per Day



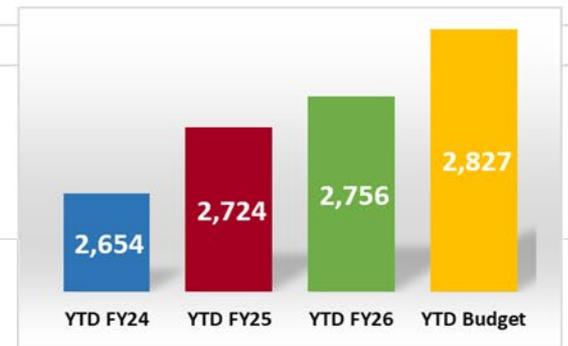
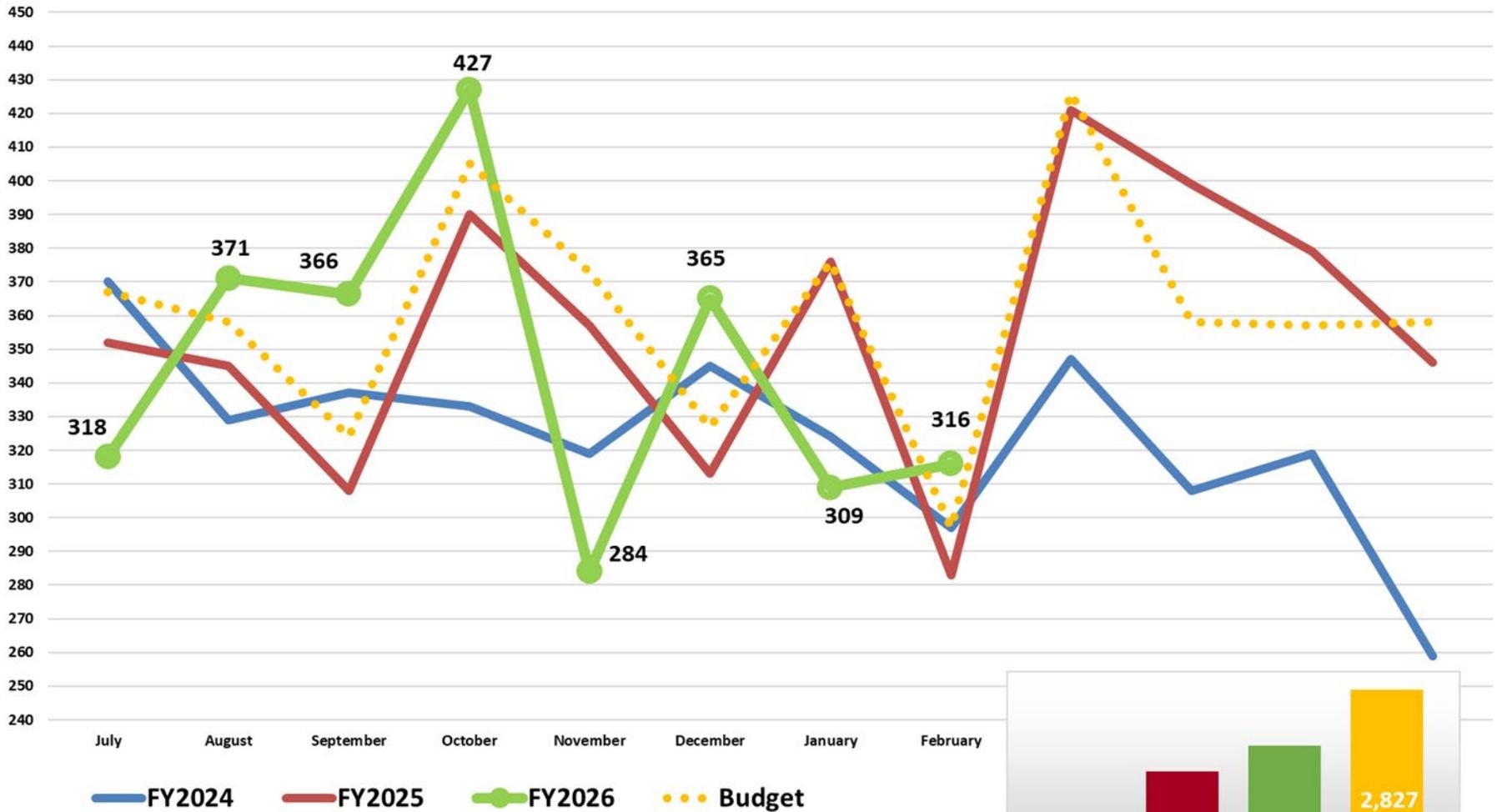
# Adjusted Patient Days



# Surgery (IP & OP) – 100 Min Units



# Cath Lab (IP & OP) – 100 Min Units



# Other Statistical Results – Prior Year/Budget Comparison (Feb)

	Actual Results				Budget	Budget Variance	
	Feb 25	Feb 26	Change	% Change	Feb 26	Change	% Change
ED - Avg Treated Per Day	276	283	7	2.6%	293	(10)	(3.6%)
Surgery (IP & OP) – 100 Min Units	768	714	(54)	(7.0%)	804	(90)	(11.2%)
Endoscopy Procedures	619	400	(219)	(35.4%)	452	(52)	(11.5%)
Cath Lab (IP & OP) - 100 Min Units	283	316	33	11.7%	297	19	6.4%
Cardiac Surgery Cases	21	29	8	38.1%	29	(0)	(0.6%)
Deliveries	395	286	(109)	(27.6%)	418	(132)	(31.6%)
Clinical Lab	252,687	266,437	13,750	5.4%	277,956	(11,519)	(4.1%)
Reference Lab	7,327	6,170	(1,157)	(15.8%)	6,417	(247)	(3.9%)
Dialysis Center - Visalia Visits	1,407	1,199	(208)	(14.8%)	1,404	(205)	(14.6%)
Infusion Center - Units of Service	367	527	160	43.6%	661	(134)	(20.3%)
Hospice Days	3,239	3,524	285	8.8%	3,840	(316)	(8.2%)
Home Health Visits	3,116	2,579	(537)	(17.2%)	2,939	(360)	(12.2%)
Home Infusion Days	20,608	20,991	383	1.9%	20,600	391	1.9%

# Other Statistical Results – Fiscal Year Comparison (Jul-Feb)

	YTD Actual Results				Budget	Budget Variance	
	YTD Feb 25	YTD Feb 26	Change	% Change	YTD Feb 26	Change	% Change
ED - Avg Treated Per Day	260	274	14	5.2%	278	(4)	(1.6%)
Surgery (IP & OP) – 100 Min Units	6,410	6,062	(349)	(5.4%)	6,530	(468)	(7.2%)
Endoscopy Procedures	4,911	3,862	(1,049)	(21.4%)	4,201	(339)	(8.1%)
Cath Lab (IP & OP) - 100 Min Units	2,724	2,756	32	1.2%	2,827	(71)	(2.5%)
Cardiac Surgery Cases	213	221	8	3.8%	265	(44)	(16.7%)
Deliveries	3,327	2,602	(725)	(21.8%)	2,983	(381)	(12.8%)
Clinical Lab	1,988,650	2,093,216	104,566	5.3%	2,187,515	(94,300)	(4.3%)
Reference Lab	54,985	56,311	1,326	2.4%	54,214	2,097	3.9%
Dialysis Center - Visalia Visits	11,924	11,303	(621)	(5.2%)	12,046	(743)	(6.2%)
Infusion Center - Units of Service	3,383	4,775	1,392	41.1%	5,079	(304)	(6.0%)
Hospice Days	27,876	32,661	4,785	17.2%	32,433	228	0.7%
Home Health Visits	23,005	22,739	(266)	(1.2%)	24,114	(1,375)	(5.7%)
Home Infusion Days	174,072	189,977	15,905	9.1%	175,102	14,875	8.5%

# Other Statistical Results – Prior Year/Budget Comparison (Feb)

	Actual Results				Budget	Budget Variance	
	Feb 25	Feb 26	Change	% Change	Feb 26	Change	% Change
All O/P Rehab Svcs Across District	19,001	17,938	(1,063)	(5.6%)	19,633	(1,695)	(8.6%)
Physical & Other Therapy Units (I/P & O/P)	18,188	19,669	1,481	8.1%	18,904	765	4.0%
Radiology - CT - All Areas	4,423	5,032	609	13.8%	4,303	729	16.9%
Radiology - MRI - All Areas	807	842	35	4.3%	822	20	2.4%
Radiology - Ultrasound - All Areas	2,867	2,941	74	2.6%	2,857	84	2.9%
Radiology - Diagnostic Radiology	9,497	9,404	(93)	(1.0%)	9,674	(270)	(2.8%)
Radiology – Main Campus	14,893	14,955	62	0.4%	14,847	108	0.7%
Radiology - Ultrasound - Main Campus	2,253	1,968	(285)	(12.6%)	2,034	(66)	(3.2%)
West Campus - Diagnostic Radiology	1,222	1,277	55	4.5%	1,141	136	11.9%
West Campus - CT Scan	473	623	150	31.7%	452	171	37.9%
West Campus - MRI	392	391	(1)	(0.3%)	393	(2)	(0.6%)
West Campus - Ultrasound	614	973	359	58.5%	823	150	18.2%
West Campus - Breast Center	1,409	1,770	361	25.6%	1,409	361	25.6%

# Other Statistical Results – Fiscal Year Comparison (Jul-Feb)

	YTD Actual Results				Budget	Budget Variance	
	YTD Feb 25	YTD Feb 26	Change	% Change	YTD Feb 26	Change	% Change
All O/P Rehab Svcs Across District	162,902	158,266	(4,636)	(2.8%)	166,511	(8,245)	(5.0%)
Physical & Other Therapy Units (I/P & O/P)	147,614	150,779	3,165	2.1%	157,718	(6,939)	(4.4%)
Radiology - CT - All Areas	36,700	41,070	4,370	11.9%	36,296	4,774	13.2%
Radiology - MRI - All Areas	6,945	7,294	349	5.0%	6,945	349	5.0%
Radiology - Ultrasound - All Areas	24,053	24,134	81	0.3%	23,949	185	0.8%
Radiology - Diagnostic Radiology	76,744	76,108	(636)	(0.8%)	78,064	(1,956)	(2.5%)
Radiology – Main Campus	122,615	123,948	1,333	1.1%	122,078	1,870	1.5%
Radiology - Ultrasound - Main Campus	18,789	17,622	(1,167)	(6.2%)	17,118	504	2.9%
West Campus - Diagnostic Radiology	9,310	10,353	1,043	11.2%	9,160	1,193	13.0%
West Campus - CT Scan	3,937	4,491	554	14.1%	3,829	662	17.3%
West Campus - MRI	3,316	3,302	(14)	(0.4%)	3,356	(54)	(1.6%)
West Campus - Ultrasound	5,264	6,512	1,248	23.7%	6,831	(319)	(4.7%)
West Campus - Breast Center	13,173	13,370	197	1.5%	13,174	196	1.5%
Med Onc Visalia Treatments	8,475	9,206	731	8.6%	8,881	325	3.7%
Rad Onc Visalia Treatments	11,264	13,387	2,123	18.8%	11,581	1,806	15.6%
Rad Onc Hanford Treatments	1,906	1,955	49	2.6%	1,942	13	0.7%

# Other Statistical Results – Prior Year/Budget Comparison (Feb)

	Actual Results				Budget	Budget Variance	
	Feb 25	Feb 26	Change	% Change	Feb 26	Change	% Change
Rural Health Clinics Registrations	12,807	10,931	(1,876)	(14.6%)	13,414	(2,483)	(18.5%)
RHC Exeter - Registrations	6,076	5,073	(1,003)	(16.5%)	6,522	(1,449)	(22.2%)
RHC Lindsay - Registrations	1,756	1,640	(116)	(6.6%)	2,080	(440)	(21.2%)
RHC Woodlake - Registrations	1,334	596	(738)	(55.3%)	637	(41)	(6.4%)
RHC Woodlake Valencia - Registrations	0	556	556	0.0%	1,200	(644)	(53.7%)
RHC Dinuba - Registrations	1,506	1,215	(291)	(19.3%)	1,700	(485)	(28.5%)
RHC Tulare - Registrations	2,135	1,851	(284)	(13.3%)	2,475	(624)	(25.2%)
Urgent Care – Court Total Visits	2,639	2,579	(60)	(2.3%)	3,000	(421)	(14.0%)
Urgent Care – Demaree Total Visits	1,632	2,270	638	39.1%	2,150	120	5.6%
KH Medical Clinic - Ben Maddox Visits	895	920	25	2.8%	-	920	0.0%
KH Medical Clinic - Plaza Visits	243	206	(37)	(15.2%)	271	(65)	(24.0%)
KH Willow Specialty Clinic	0	363	363	0.0%	509	(146)	(28.6%)
KH Cardiology Center Visalia Registrations	1,368	1,176	(192)	(14.0%)	1,582	(406)	(25.7%)
KH Mental Wellness Clinic Visits	234	316	82	35.0%	350	(34)	(9.7%)
Urology Clinic Visits	305	316	11	3.6%	821	(505)	(61.5%)
Therapy-Wound Care Svcs Encounters	235	291	56	23.8%	324	(33)	(10.2%)

# Other Statistical Results – Fiscal Year Comparison (Jul-Feb)

	YTD Actual Results				Budget	Budget Variance	
	YTD Feb 25	YTD Feb 26	Change	% Change	YTD Feb 26	Change	% Change
Rural Health Clinics Registrations	107,438	96,812	(10,626)	(9.9%)	110,126	(13,314)	(12.1%)
RHC Exeter - Registrations	51,200	46,596	(4,604)	(9.0%)	53,705	(7,109)	(13.2%)
RHC Lindsay - Registrations	14,784	13,607	(1,177)	(8.0%)	16,490	(2,883)	(17.5%)
RHC Woodlake - Registrations	10,537	4,436	(6,101)	(57.9%)	5,468	(1,032)	(18.9%)
RHC Woodlake Valencia - Registrations	0	4,900	4,900	0.0%	6,698	(1,798)	(26.8%)
RHC Dinuba - Registrations	12,133	10,474	(1,659)	(13.7%)	13,875	(3,401)	(24.5%)
RHC Tulare - Registrations	18,784	16,799	(1,985)	(10.6%)	20,588	(3,789)	(18.4%)
Urgent Care – Court Total Visits	19,691	20,446	755	3.8%	23,500	(3,054)	(13.0%)
Urgent Care – Demaree Total Visits	12,155	15,570	3,415	28.1%	16,250	(680)	(4.2%)
KH Medical Clinic - Ben Maddox Visits	6,408	7,777	1,369	21.4%	5,500	2,277	41.4%
KH Medical Clinic - Plaza Visits	2,154	1,817	(337)	(15.6%)	2,232	(415)	(18.6%)
KH Willow Specialty Clinic	0	2,842	2,842	0.0%	3,685	(843)	(22.9%)
KH Cardiology Center Visalia Registrations	12,216	11,273	(943)	(7.7%)	12,927	(1,654)	(12.8%)
KH Mental Wellness Clinic Visits	2,299	2,381	82	3.6%	3,020	(639)	(21.2%)
Urology Clinic Visits	2,412	1,474	(938)	(38.9%)	3,201	(1,727)	(54.0%)
Therapy-Wound Care Svcs Encounters	1,514	2,653	1,139	75.2%	2,813	(160)	(5.7%)

# February Financial Summary (000's) Budget Comparison

Comparison to Budget - Month of February				
	Budget Feb-2026	Actual Feb-2026	\$ Change	% Change
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$54,746	\$54,599	(\$147)	-0.3%
Other Operating Revenue	\$22,072	\$21,119	(\$953)	-4.5%
<b>Total Operating Revenue</b>	<b>\$76,818</b>	<b>\$75,718</b>	<b>(\$1,100)</b>	<b>-1.5%</b>
<b>Operating Expenses</b>				
Employment Expenses	\$40,719	\$40,711	(\$8)	0.0%
Other Expenses	\$35,992	\$35,074	(\$918)	-2.6%
<b>Total Operating Expenses</b>	<b>\$76,711</b>	<b>\$75,785</b>	<b>(\$926)</b>	<b>-1.2%</b>
<b>Operating Margin</b>	<b>\$107</b>	<b>(\$67)</b>	<b>(\$174)</b>	
Stimulus/FEMA	\$0	\$0	\$0	
<b>Operating Margin after Stimulus/FEMA</b>	<b>\$107</b>	<b>(\$67)</b>	<b>(\$174)</b>	
Nonoperating Revenue (Loss)	\$870	\$1,178	\$308	
<b>Excess Margin</b>	<b>\$977</b>	<b>\$1,111</b>	<b>\$134</b>	

# February Financial Summary (000's) Prior Year Comparison

	Comparison to Prior Year - Month of February			
	Actual Feb-2025	Actual Feb-2026	\$ Change	% Change
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$53,731	\$54,599	\$868	1.6%
Other Operating Revenue	\$18,979	\$21,119	\$2,140	10.1%
<b>Total Operating Revenue</b>	<b>\$72,710</b>	<b>\$75,718</b>	<b>\$3,008</b>	<b>4.0%</b>
<b>Operating Expenses</b>				
Employment Expenses	\$38,637	\$40,711	\$2,074	5.1%
Other Expenses	\$33,796	\$35,074	\$1,278	3.6%
<b>Total Operating Expenses</b>	<b>\$72,433</b>	<b>\$75,785</b>	<b>\$3,352</b>	<b>4.4%</b>
<b>Operating Margin</b>	<b>\$277</b>	<b>(\$67)</b>	<b>(\$344)</b>	
<b>Stimulus/FEMA</b>	\$0	\$0	\$0	
<b>Operating Margin after Stimulus/FEMA</b>	<b>\$277</b>	<b>(\$67)</b>	<b>(\$344)</b>	
Nonoperating Revenue (Loss)	\$1,166	\$1,178	\$12	
<b>Excess Margin</b>	<b>\$1,443</b>	<b>\$1,111</b>	<b>(\$332)</b>	

# Year to Date Financial Summary (000's)

	Comparison to Budget - YTD February			
	Budget YTD Feb-2026	Actual YTD Feb-2026	\$ Change	% Change
<b>Operating Revenue</b>				
Net Patient Service Revenue	\$457,356	\$455,339	(\$2,017)	-0.4%
Other Operating Revenue	\$174,716	\$180,529	\$5,812	3.2%
<b>Total Operating Revenue</b>	<b>\$632,072</b>	<b>\$635,868</b>	<b>\$3,795</b>	<b>0.6%</b>
<b>Operating Expenses</b>				
Employment Expenses	\$340,147	\$345,311	\$5,164	1.5%
Other Expenses	\$296,881	\$296,040	(\$841)	-0.3%
<b>Total Operating Expenses</b>	<b>\$637,028</b>	<b>\$641,351</b>	<b>\$4,323</b>	<b>0.7%</b>
<b>Operating Margin</b>	<b>(\$4,956)</b>	<b>(\$5,483)</b>	<b>(\$527)</b>	
Nonoperating Revenue (Loss)	\$7,026	\$10,441	\$3,415	
<b>Excess Margin</b>	<b>\$2,070</b>	<b>\$4,958</b>	<b>\$2,888</b>	

# February Financial Comparison (000's)

## Comparison to Budget - Month of February

Budget Feb-2026	Actual Feb-2026	\$ Change	% Change
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## Comparison to Prior Year - Month of February

Actual Feb-2025	Actual Feb-2026	\$ Change	% Change
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### Operating Revenue

Net Patient Service Revenue	\$54,746	\$54,599	(\$147)	-0.3%	\$53,731	\$54,599	\$868	1.6%
Supplemental Gov't Programs	\$9,727	\$8,772	(\$954)	-10.9%	\$7,650	\$8,772	\$1,122	12.8%
Prime Program	\$631	\$631	(\$0)	0.0%	\$792	\$631	(\$161)	-25.6%
Premium Revenue	\$7,415	\$7,224	(\$192)	-2.7%	\$6,367	\$7,224	\$856	11.9%
Other Revenue	\$4,300	\$4,493	\$193	4.3%	\$4,170	\$4,493	\$323	7.2%
Other Operating Revenue	\$22,072	\$21,119	(\$953)	-4.5%	\$18,979	\$21,119	\$2,140	10.1%
<b>Total Operating Revenue</b>	<b>\$76,818</b>	<b>\$75,718</b>	<b>(\$1,100)</b>	<b>-1.5%</b>	<b>\$72,710</b>	<b>\$75,718</b>	<b>\$3,008</b>	<b>4.0%</b>

### Operating Expenses

Salaries & Wages	\$32,414	\$32,267	(\$147)	-0.5%	\$30,528	\$32,267	\$1,739	5.4%
Contract Labor	\$1,454	\$574	(\$880)	-153.4%	\$1,948	\$574	(\$1,374)	-239.5%
Employee Benefits	\$6,851	\$7,870	\$1,020	13.0%	\$6,161	\$7,870	\$1,709	21.7%
<b>Total Employment Expenses</b>	<b>\$40,719</b>	<b>\$40,711</b>	<b>(\$8)</b>	<b>0.0%</b>	<b>\$38,637</b>	<b>\$40,711</b>	<b>\$2,074</b>	<b>5.1%</b>

Medical & Other Supplies	\$13,622	\$14,144	\$522	3.7%	\$12,648	\$14,144	\$1,497	10.6%
Physician Fees	\$7,584	\$7,201	(\$383)	-5.3%	\$7,412	\$7,201	(\$211)	-2.9%
Purchased Services	\$1,786	\$1,975	\$189	9.6%	\$1,447	\$1,975	\$528	26.7%
Repairs & Maintenance	\$2,298	\$2,227	(\$71)	-3.2%	\$2,355	\$2,227	(\$129)	-5.8%
Utilities	\$1,005	\$835	(\$170)	-20.4%	\$909	\$835	(\$74)	-8.9%
Rents & Leases	\$133	\$124	(\$9)	-7.5%	\$155	\$124	(\$31)	-25.4%
Depreciation & Amortization	\$3,497	\$3,365	(\$132)	-3.9%	\$3,221	\$3,365	\$145	4.3%
Interest Expense	\$517	\$596	\$79	13.2%	\$555	\$596	\$41	6.9%
Other Expense	\$2,144	\$1,859	(\$285)	-15.3%	\$2,032	\$1,859	(\$173)	-9.3%
Humana Cap Plan Expenses	\$3,406	\$2,749	(\$657)	-23.9%	\$3,063	\$2,749	(\$314)	-11.4%
<b>Total Other Expenses</b>	<b>\$35,992</b>	<b>\$35,074</b>	<b>(\$918)</b>	<b>-2.6%</b>	<b>\$33,796</b>	<b>\$35,074</b>	<b>\$1,278</b>	<b>3.6%</b>
<b>Total Operating Expenses</b>	<b>\$76,711</b>	<b>\$75,785</b>	<b>(\$926)</b>	<b>-1.2%</b>	<b>\$72,433</b>	<b>\$75,785</b>	<b>\$3,352</b>	<b>4.4%</b>
<b>Operating Margin</b>	<b>\$107</b>	<b>(\$67)</b>	<b>(\$174)</b>		<b>\$277</b>	<b>(\$67)</b>	<b>(\$344)</b>	
Nonoperating Revenue (Loss)	\$870	\$1,178	\$308		\$1,166	\$1,178	\$12	
<b>Excess Margin</b>	<b>\$977</b>	<b>\$1,111</b>	<b>\$134</b>		<b>\$1,443</b>	<b>\$1,111</b>	<b>(\$332)</b>	

# Year to Date: July through February Financial Comparison (000's)

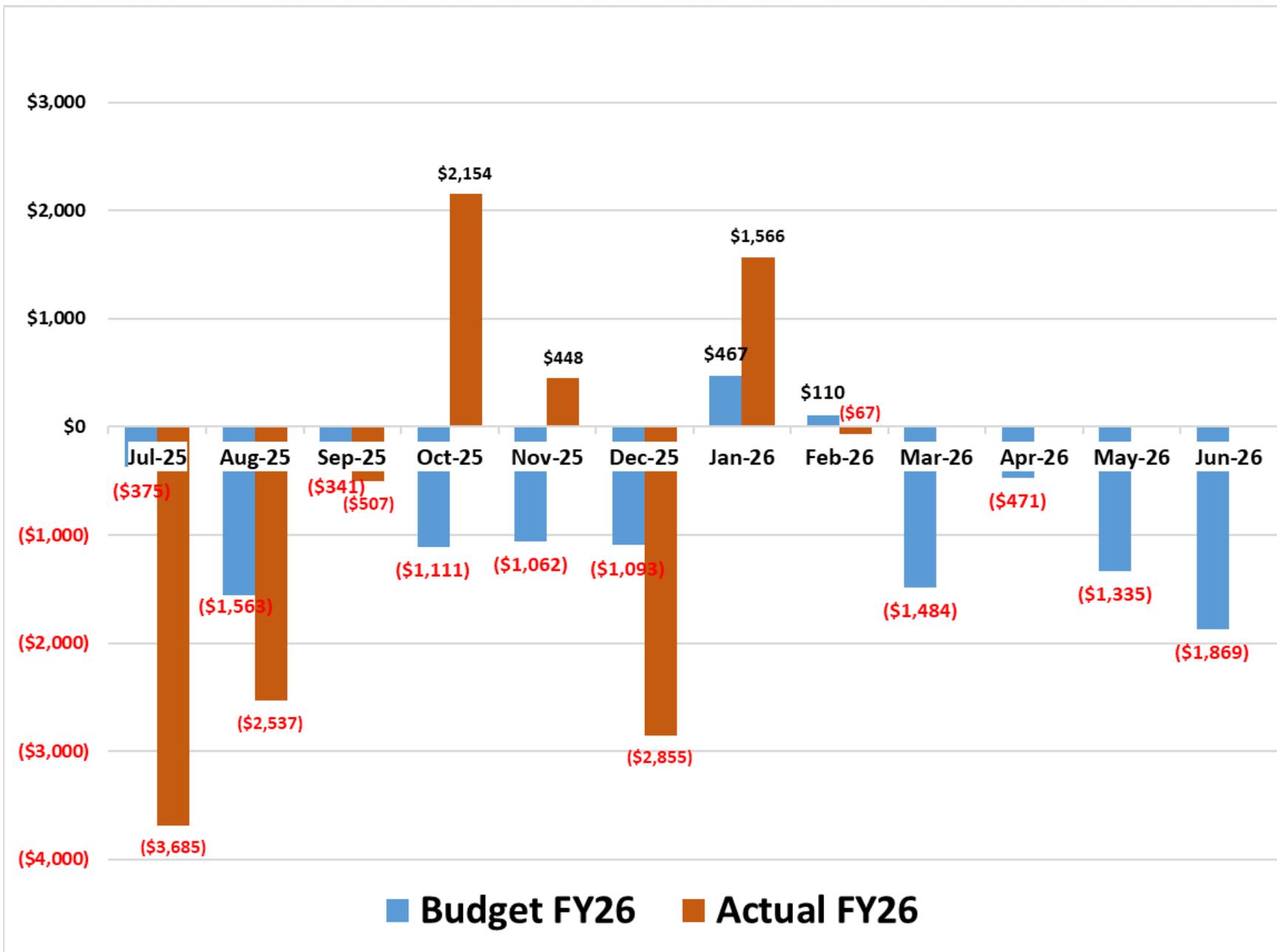
	Comparison to Budget - YTD February				Comparison to Prior Year - YTD February			
	Budget YTD Feb-2026	Actual YTD Feb-2026	\$ Change	% Change	Actual YTD Feb-2025	Actual YTD Feb-2026	\$ Change	% Change
<b>Operating Revenue</b>								
Net Patient Service Revenue	\$457,356	\$455,339	(\$2,017)	-0.4%	\$435,269	\$455,339	\$20,070	4.4%
Supplemental Gov't Programs	\$77,812	\$77,639	(\$173)	-0.2%	\$56,222	\$77,639	\$21,417	27.6%
Prime Program	\$5,045	\$5,045	(\$0)	0.0%	\$11,094	\$5,045	(\$6,049)	-119.9%
Premium Revenue	\$57,202	\$58,299	\$1,098	1.9%	\$55,388	\$58,299	\$2,911	5.0%
Other Revenue	\$34,657	\$39,545	\$4,888	12.4%	\$32,857	\$39,545	\$6,688	16.9%
Other Operating Revenue	\$174,716	\$180,529	\$5,812	3.2%	\$155,561	\$180,529	\$24,967	13.8%
<b>Total Operating Revenue</b>	<b>\$632,072</b>	<b>\$635,868</b>	<b>\$3,795</b>	<b>0.6%</b>	<b>\$590,831</b>	<b>\$635,868</b>	<b>\$45,037</b>	<b>7.1%</b>
<b>Operating Expenses</b>								
Salaries & Wages	\$266,522	\$268,503	\$1,981	0.7%	\$254,382	\$268,503	\$14,121	5.3%
Contract Labor	\$16,032	\$15,691	(\$341)	-2.2%	\$13,146	\$15,691	\$2,545	16.2%
Employee Benefits	\$57,593	\$61,117	\$3,523	5.8%	\$51,725	\$61,117	\$9,391	15.4%
<b>Total Employment Expenses</b>	<b>\$340,147</b>	<b>\$345,311</b>	<b>\$5,164</b>	<b>1.5%</b>	<b>\$319,253</b>	<b>\$345,311</b>	<b>\$26,058</b>	<b>7.5%</b>
Medical & Other Supplies	\$112,200	\$116,407	\$4,206	3.6%	\$110,395	\$116,407	\$6,011	5.2%
Physician Fees	\$60,282	\$62,393	\$2,112	3.4%	\$57,788	\$62,393	\$4,605	7.4%
Purchased Services	\$15,189	\$15,740	\$551	3.5%	\$13,190	\$15,740	\$2,549	16.2%
Repairs & Maintenance	\$19,936	\$17,545	(\$2,392)	-13.6%	\$17,269	\$17,545	\$276	1.6%
Utilities	\$7,774	\$7,119	(\$655)	-9.2%	\$7,670	\$7,119	(\$551)	-7.7%
Rents & Leases	\$1,124	\$1,221	\$96	7.9%	\$1,126	\$1,221	\$94	7.7%
Depreciation & Amortization	\$28,027	\$26,581	(\$1,446)	-5.4%	\$25,435	\$26,581	\$1,147	4.3%
Interest Expense	\$4,486	\$4,651	\$165	3.5%	\$4,742	\$4,651	(\$91)	-2.0%
Other Expense	\$18,301	\$16,728	(\$1,573)	-9.4%	\$16,429	\$16,728	\$300	1.8%
Humana Cap Plan Expenses	\$29,561	\$27,655	(\$1,906)	-6.9%	\$33,613	\$27,655	(\$5,958)	-21.5%
<b>Total Other Expenses</b>	<b>\$296,881</b>	<b>\$296,040</b>	<b>(\$841)</b>	<b>-0.3%</b>	<b>\$287,657</b>	<b>\$296,040</b>	<b>\$8,383</b>	<b>2.8%</b>
<b>Total Operating Expenses</b>	<b>\$637,028</b>	<b>\$641,351</b>	<b>\$4,323</b>	<b>0.7%</b>	<b>\$606,910</b>	<b>\$641,351</b>	<b>\$34,441</b>	<b>5.4%</b>
<b>Operating Margin</b>	<b>(\$4,956)</b>	<b>(\$5,483)</b>	<b>(\$527)</b>		<b>(\$16,080)</b>	<b>(\$5,483)</b>	<b>\$10,596</b>	
<b>Stimulus/FEMA</b>	<b>\$0</b>	<b>(\$0)</b>	<b>(\$0)</b>		<b>\$47,722</b>	<b>(\$0)</b>	<b>(\$47,722)</b>	
<b>Operating Margin after Stimulus/FEM/</b>	<b>(\$4,956)</b>	<b>(\$5,483)</b>	<b>(\$527)</b>		<b>\$31,642</b>	<b>(\$5,483)</b>	<b>(\$37,126)</b>	
Nonoperating Revenue (Loss)	\$7,026	\$10,441	\$3,415		\$10,992	\$10,441	(\$551)	
<b>Excess Margin</b>	<b>\$2,070</b>	<b>\$4,958</b>	<b>\$2,888</b>		<b>\$42,634</b>	<b>\$4,958</b>	<b>(\$37,676)</b>	

# Month of February - Budget Variances

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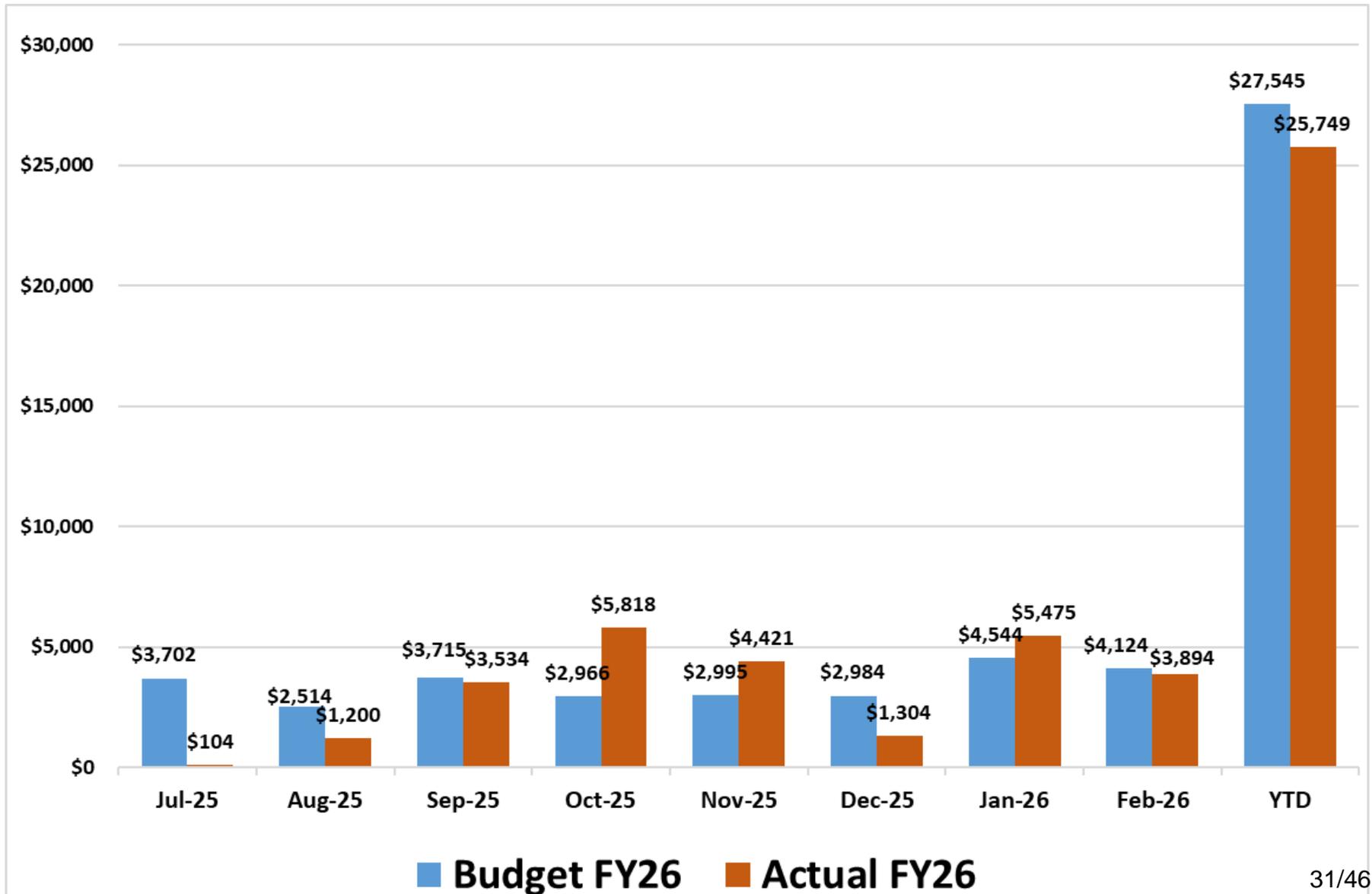
- **Supplemental Gov't Programs:** The unfavorable budget variance of \$954K is primarily due to unanticipated HQAF State legislation – a decrease of 40% which we will experience through the end of the fiscal year.
- **Contract Labor:** The positive variance of \$880k in February is the result of timing, as January was over accrued by approximately \$1M – overstating January's and understating February's expense. Fiscal year-to-date there is a favorable variance of \$341K (2.2%) under budget.
- **Employee Benefits:** The unfavorable budget variance of \$1M in February is due to employee health insurance, specifically the cost of pharmaceuticals.
- **Medical Supplies:** Pharmaceutical cost for medical oncology and retail pharmacy was the main cause of the \$522K unfavorable budget variance in February.
- **Humana Cap Plan Expenses:** The \$657K favorable variance is due to lower than expected experience for third party health care costs of those covered by our Medicare Managed Care capitated contract.

# Budget and Actual Fiscal Year 2026: Trended Operating Margin (000's)



# Budget and Actual Fiscal Year 2026: "Cash Flow"

## Net Earnings before Depreciation and Interest (000's)



# Budget and Actual Fiscal Year 2026: Trended Operating Margin (000's)

	Jul-25	Aug-25	Sep-25	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	FY 2026
Patient Service Revenue	\$56,501	\$53,289	\$56,822	\$61,063	\$56,876	\$55,676	\$60,513	\$54,599	\$455,339
Other Revenue	\$21,848	\$23,904	\$22,899	\$24,620	\$21,974	\$22,751	\$21,414	\$21,119	\$180,529
<b>Total Operating Revenue</b>	<b>\$78,349</b>	<b>\$77,193</b>	<b>\$79,720</b>	<b>\$85,682</b>	<b>\$78,850</b>	<b>\$78,427</b>	<b>\$81,928</b>	<b>\$75,718</b>	<b>\$635,868</b>
Employee Expense	\$43,550	\$42,743	\$42,190	\$44,735	\$43,893	\$44,400	\$43,089	\$40,711	\$345,311
Other Operating Expense	\$38,484	\$36,987	\$38,038	\$38,793	\$34,509	\$36,883	\$37,272	\$35,074	\$296,040
<b>Total Operating Expenses</b>	<b>\$82,034</b>	<b>\$79,730</b>	<b>\$80,228</b>	<b>\$83,528</b>	<b>\$78,402</b>	<b>\$81,282</b>	<b>\$80,361</b>	<b>\$75,785</b>	<b>\$641,351</b>
<b>Net Operating Margin</b>	<b>(\$3,685)</b>	<b>(\$2,537)</b>	<b>(\$507)</b>	<b>\$2,154</b>	<b>\$448</b>	<b>(\$2,855)</b>	<b>\$1,566</b>	<b>(\$67)</b>	<b>(\$5,483)</b>
NonOperating Income	\$1,059	\$1,243	\$1,968	\$850	\$1,368	\$1,608	\$1,168	\$1,178	\$10,441
<b>Excess Margin</b>	<b>(\$2,625)</b>	<b>(\$1,295)</b>	<b>\$1,461</b>	<b>\$3,004</b>	<b>\$1,816</b>	<b>(\$1,248)</b>	<b>\$2,734</b>	<b>\$1,111</b>	<b>\$4,958</b>

## Profitability

Operating Margin %	(4.7%)	(3.3%)	(0.6%)	2.5%	0.6%	(3.6%)	1.9%	(0.1%)	(0.9%)
Operating Margin %excl. Int	(4.0%)	(2.6%)	0.1%	3.2%	1.3%	(2.9%)	2.6%	0.7%	(0.1%)
Operating EBIDA	\$104	\$1,200	\$3,534	\$5,818	\$4,421	\$1,304	\$5,475	\$3,894	\$25,749
Operating EBIDA Margin	0.1%	1.6%	4.4%	6.8%	5.6%	1.7%	6.7%	5.1%	4.0%

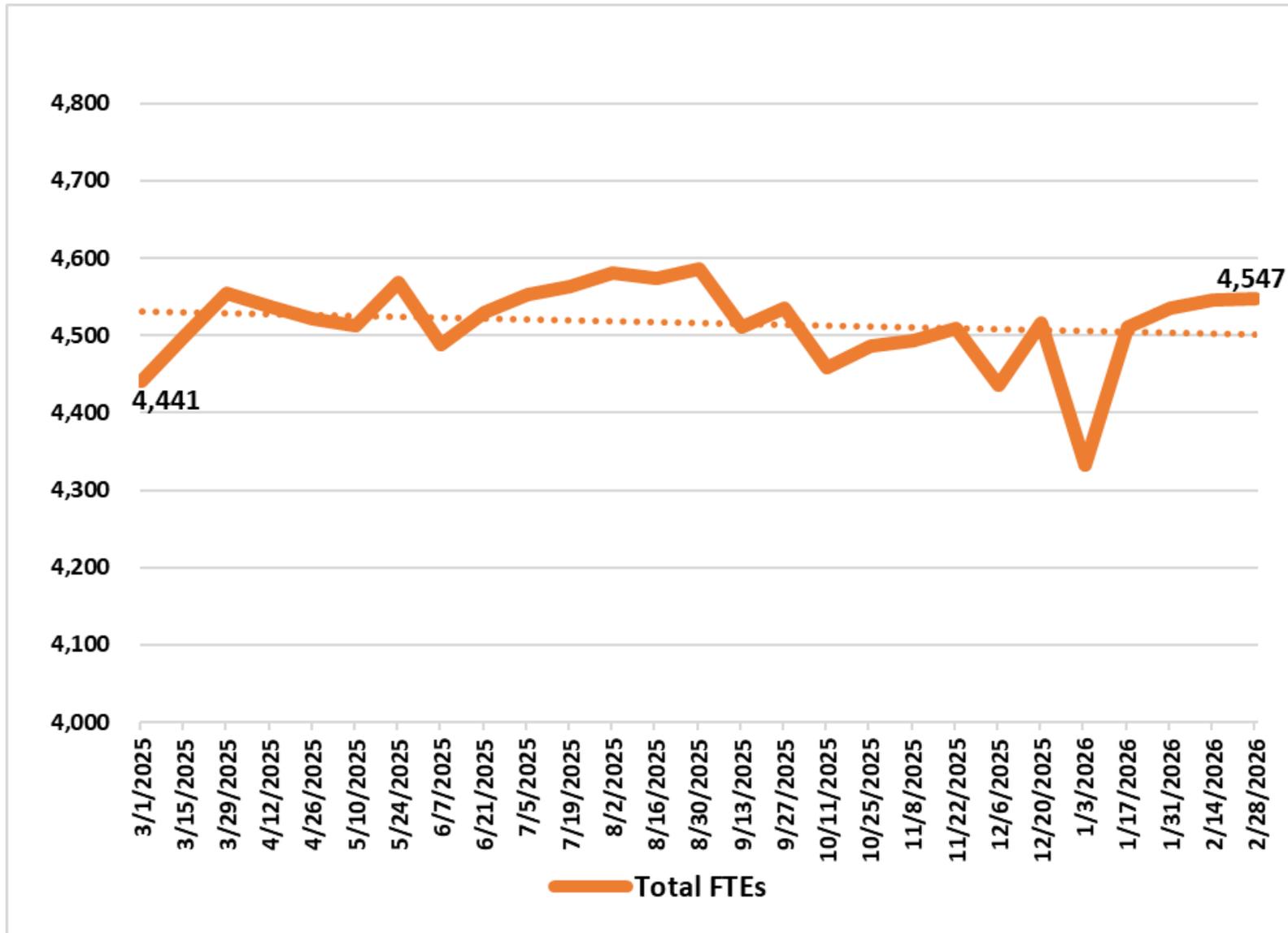
## Liquidity Indicators

Day's Cash on Hand	102.7	96.4	93.2	98.0	93.7	97.1	105.6	113.3	113.3
Day's in Accounts Rec.	72.0	71.2	67.9	67.8	68.2	68.3	73.6	72.5	72.5

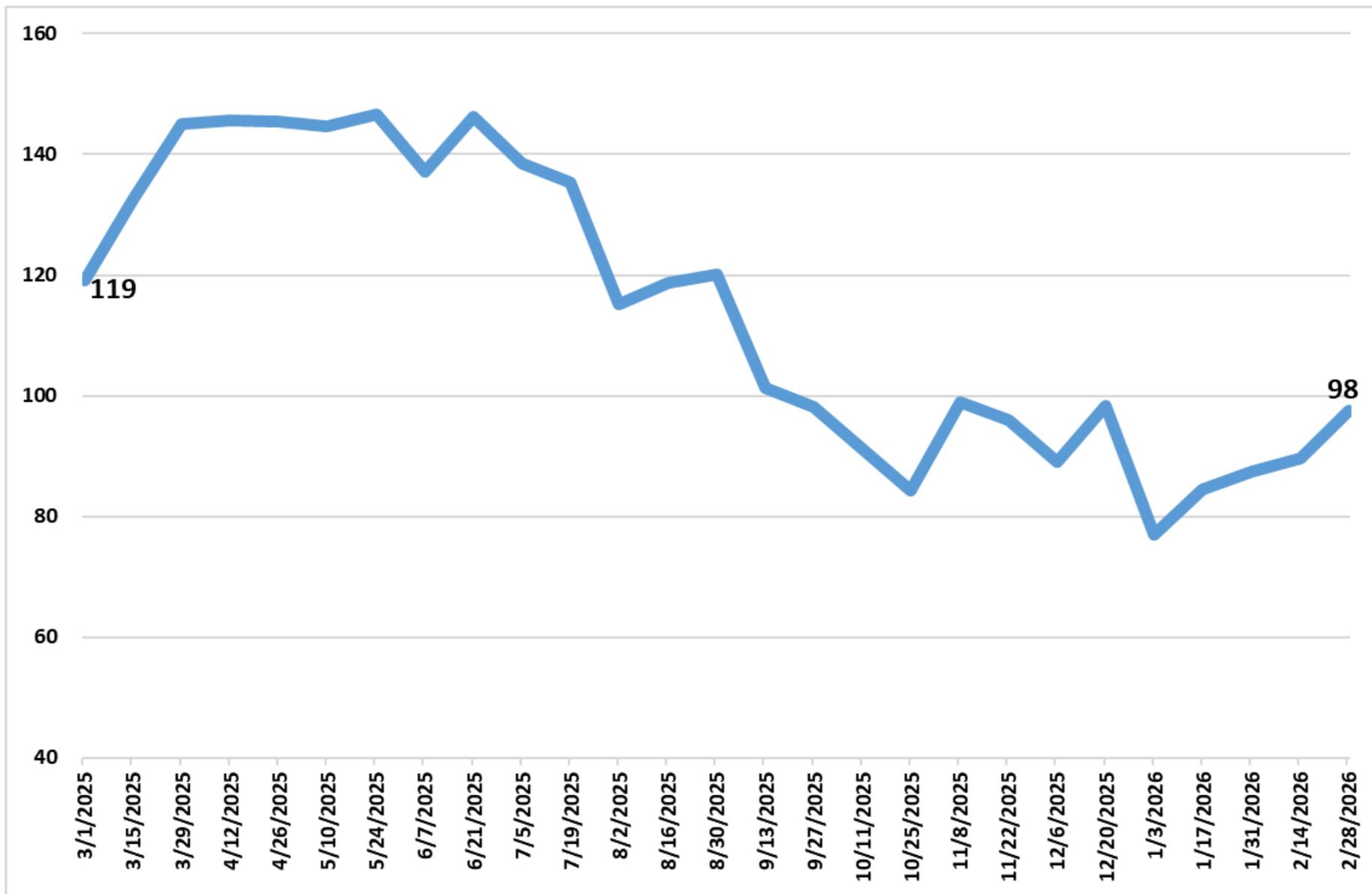
## Debt & Other Indicators

Debt Service Coverage (MADS)	0.16	0.53	1.22	1.68	1.88	1.72	1.91	1.97	1.97
Discharges (Monthly)	2,249	2,210	2,255	2,216	2,124	2,377	2,376	2,192	2,250
Adj Discharges (Case mix adj)	8,071	8,493	8,430	8,462	7,409	8,489	8,195	7,410	8,120
Adjusted patient Days (Mo.)	27,564	27,906	26,067	25,531	25,691	26,544	28,730	25,787	26,728
Cost/Adj Discharge	\$10.2	\$9.4	\$9.5	\$9.9	\$10.6	\$9.6	\$9.8	\$10.2	\$ 9.9
Compensation Ratio	77%	80%	74%	73%	77%	80%	71%	75%	76%

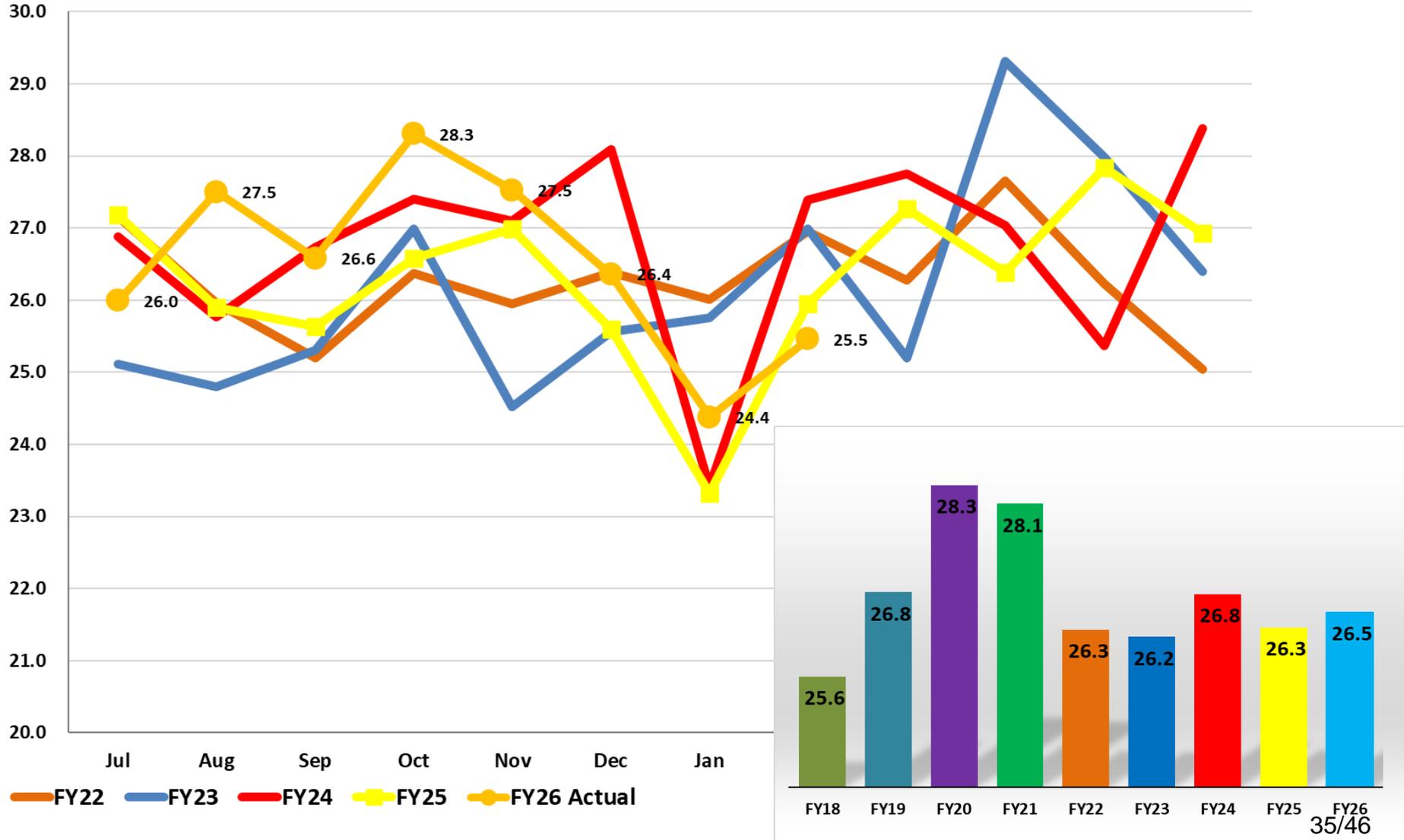
# Total FTEs (includes Contract Labor)



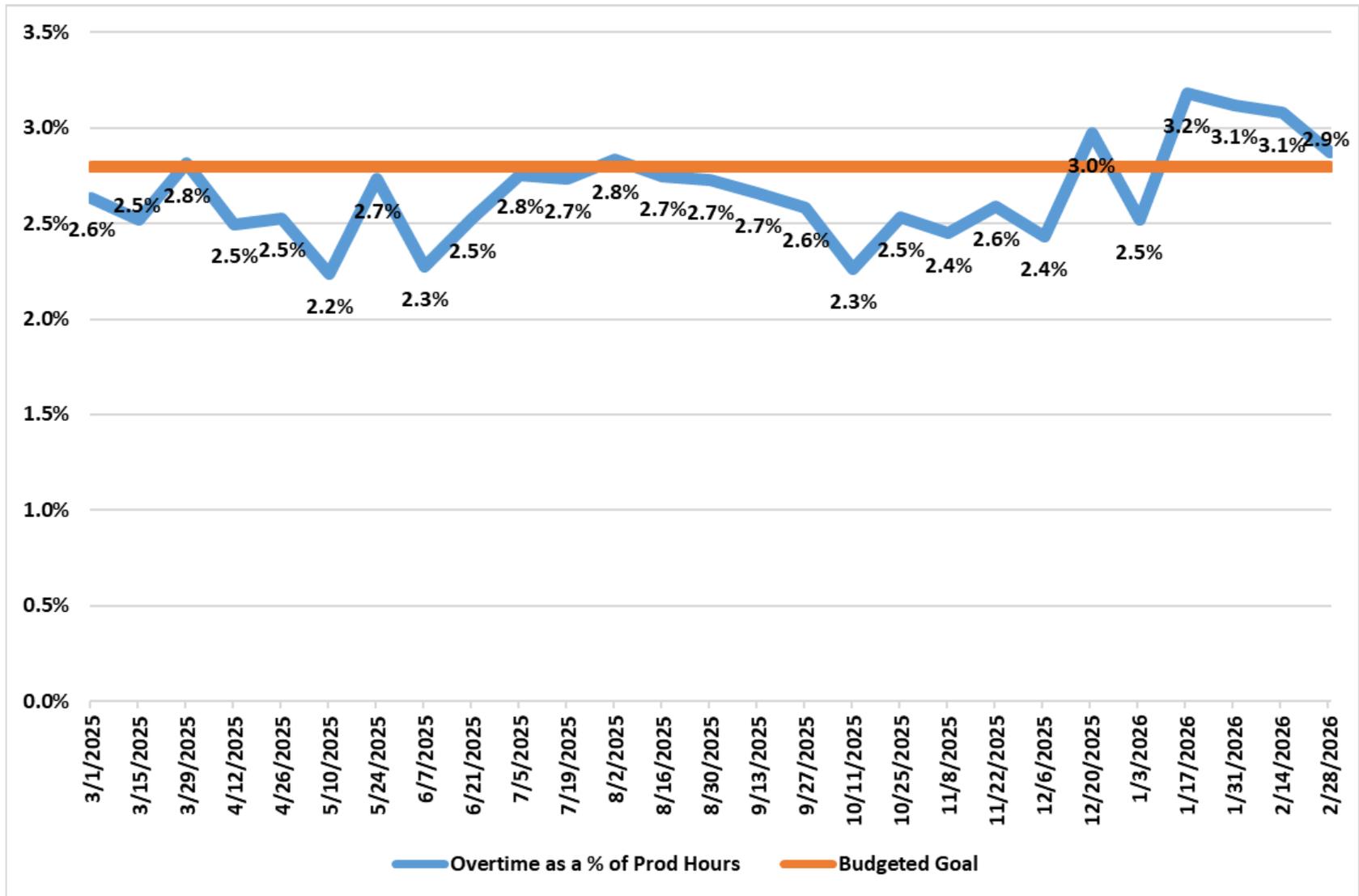
# Contract Labor Full Time Equivalents (FTEs)



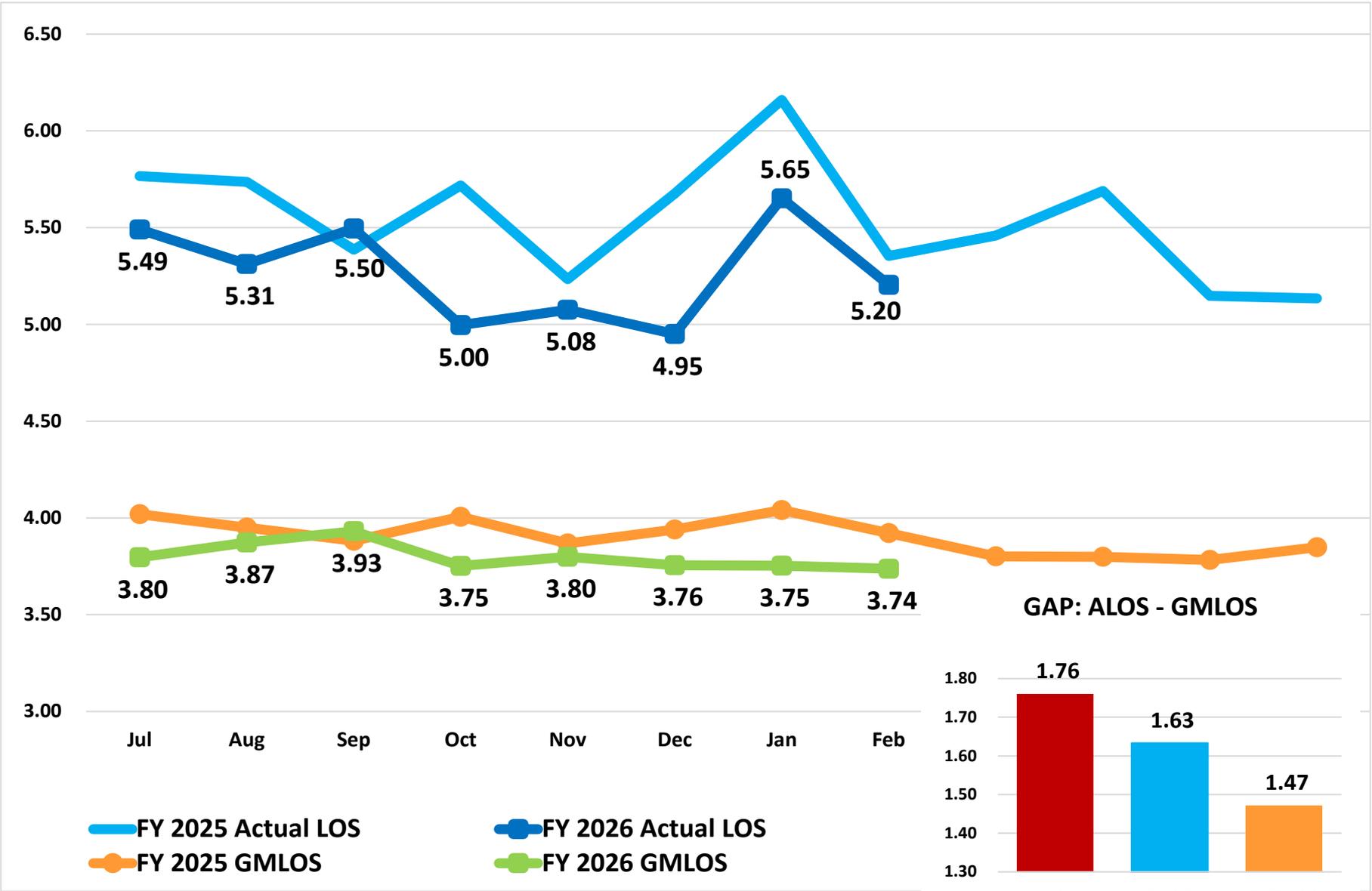
# Productivity Measure : Worked Hours/ Adj. Patient Days



# Overtime as a % of Productive Hours



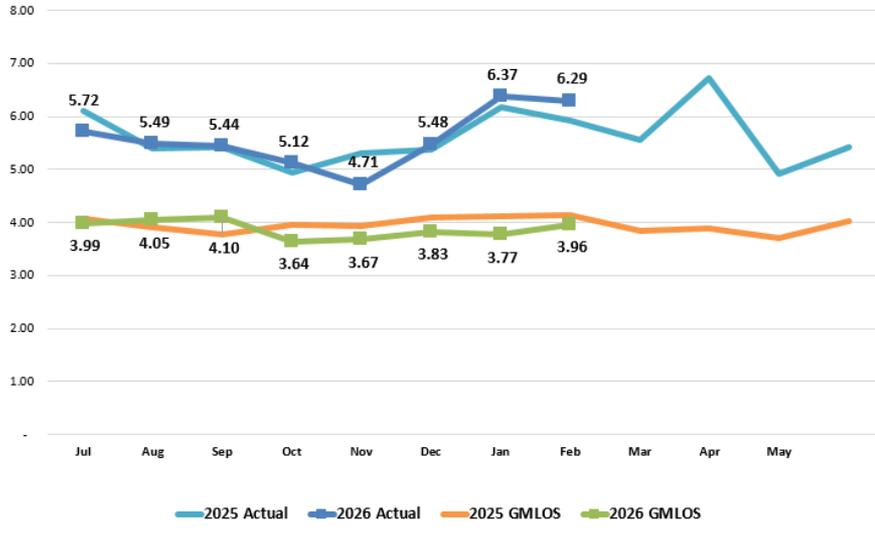
# Average Length of Stay versus National Average (GMLOS)



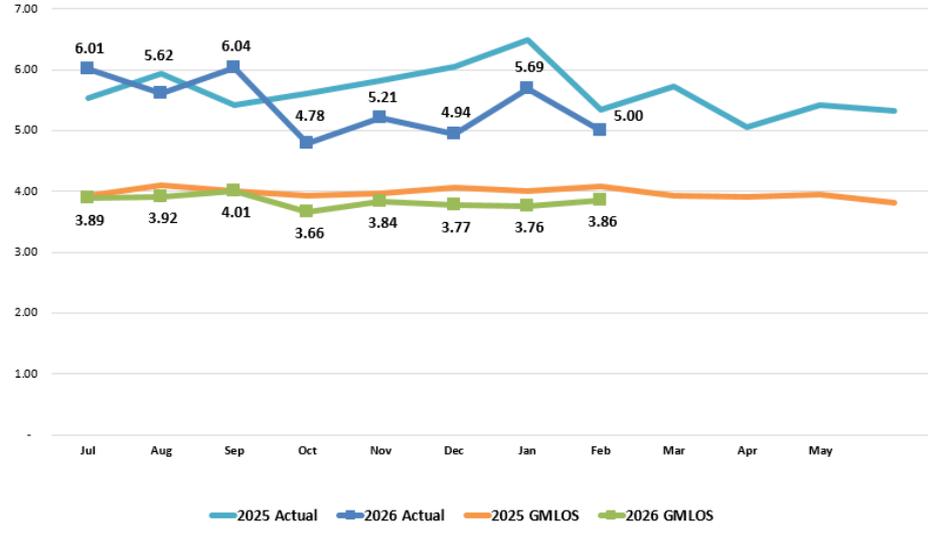
# Average Length of Stay versus National Average (GMLOS)

	<b>ALOS</b>	<b>GMLOS</b>	<b>GAP</b>
<b>Jul-24</b>	5.77	4.02	1.75
<b>Aug-24</b>	5.74	3.95	1.79
<b>Sep-24</b>	5.39	3.88	1.51
<b>Oct-24</b>	5.72	4.01	1.71
<b>Nov-24</b>	5.23	3.87	1.36
<b>Dec-24</b>	5.68	3.94	1.74
<b>Jan-25</b>	6.16	4.04	2.12
<b>Feb-25</b>	5.35	3.92	1.43
<b>Mar-25</b>	5.46	3.80	1.66
<b>Apr-25</b>	5.69	3.80	1.89
<b>May-25</b>	5.15	3.78	1.36
<b>Jun-25</b>	5.13	3.85	1.29
<b>Jul-25</b>	5.49	3.80	1.69
<b>Aug-25</b>	5.31	3.87	1.44
<b>Sep-25</b>	5.50	3.93	1.56
<b>Oct-25</b>	5.00	3.75	1.24
<b>Nov-25</b>	5.08	3.80	1.28
<b>Dec-25</b>	4.95	3.76	1.19
<b>Jan-26</b>	5.65	3.75	1.90
<b>Feb-26</b>	5.20	3.74	1.47

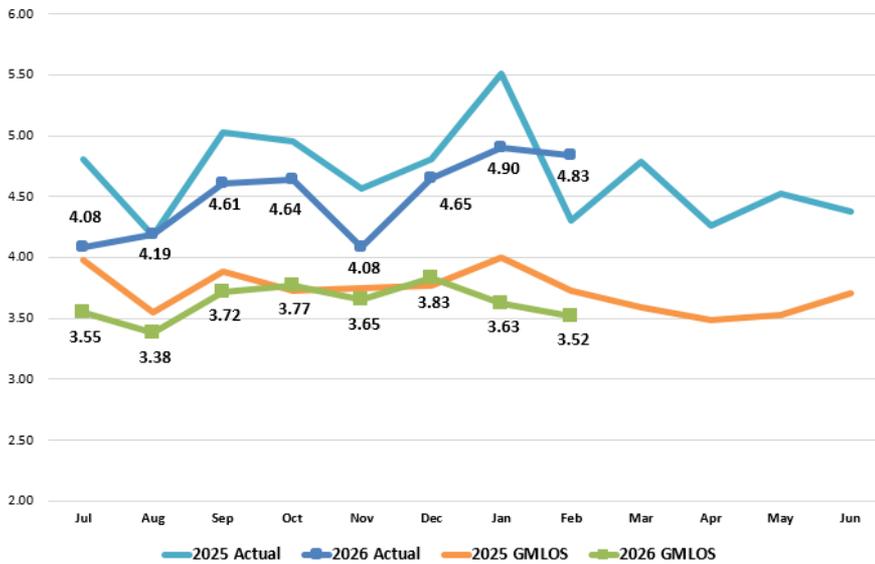
### Medicare Managed Average Length of Stay



### Medicare Average Length of Stay



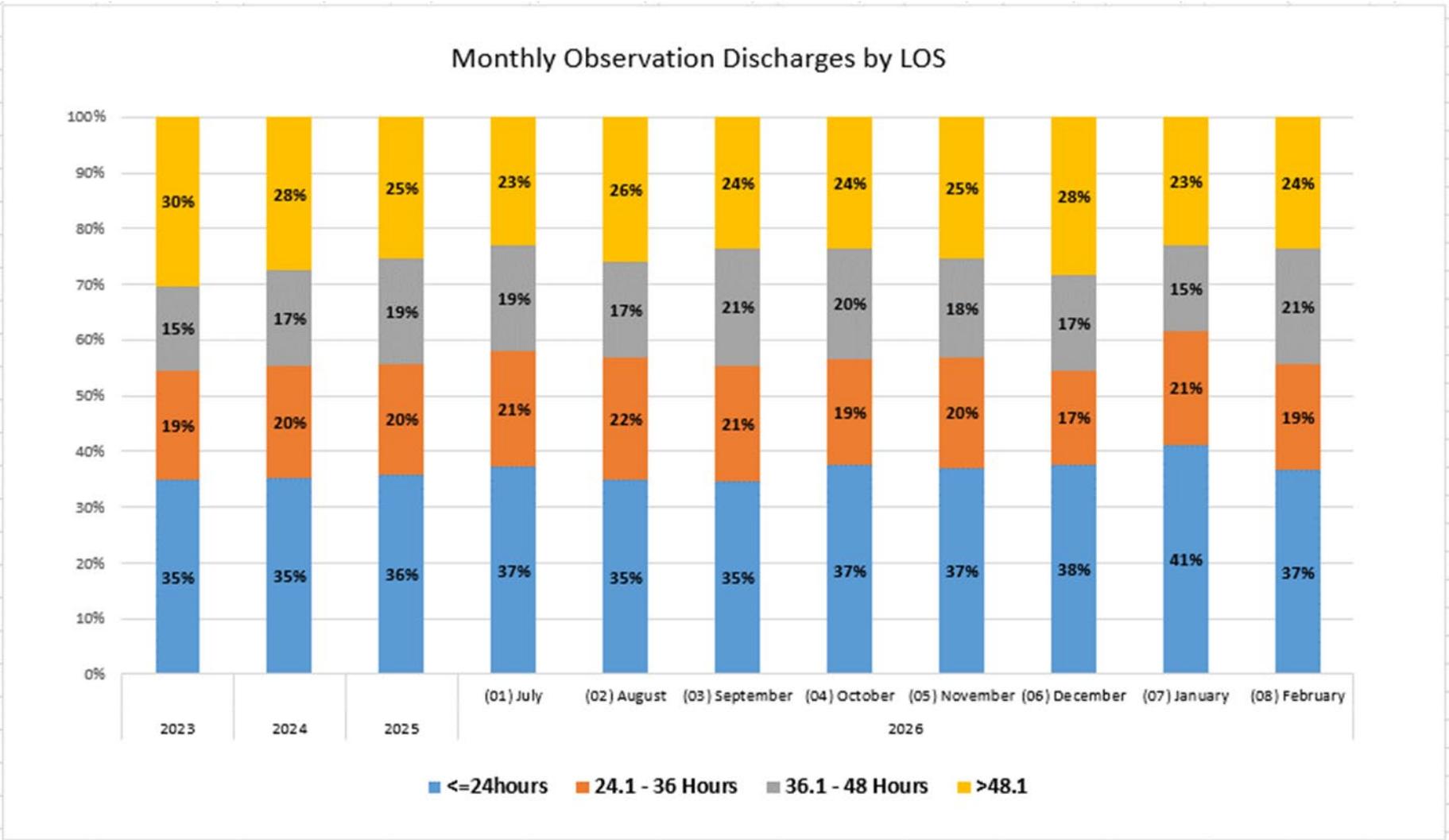
### Commercial Average Length of Stay



### Medi-Cal and Medi-Cal Mged Average Length of Stay

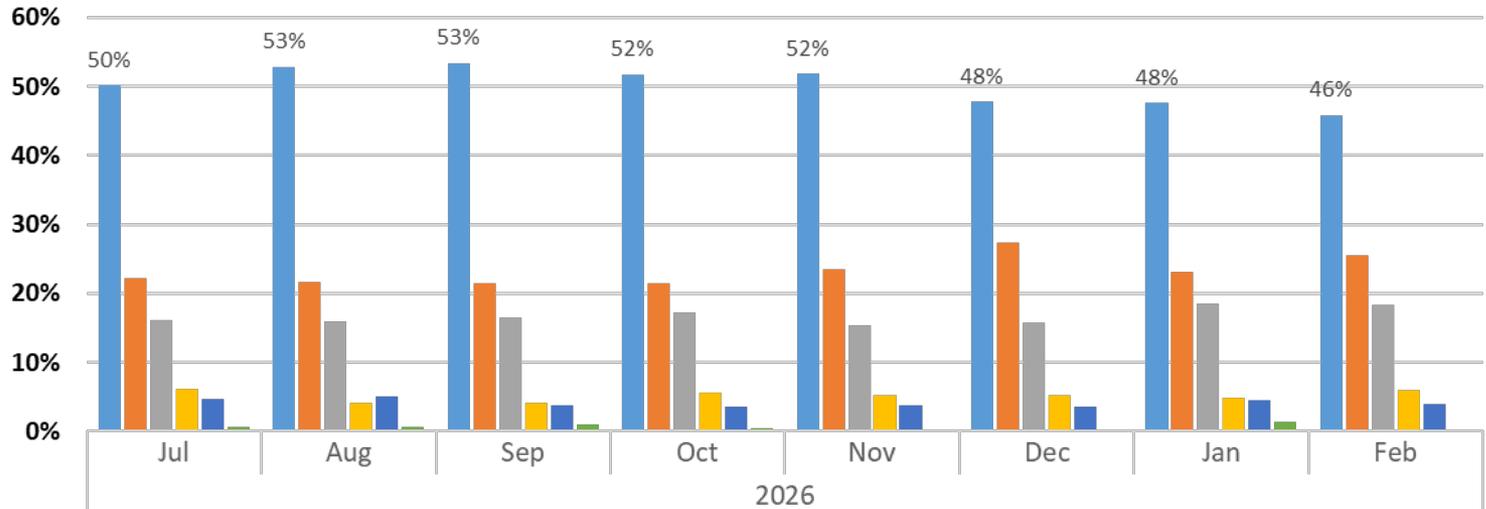


# Trended % of Observation by Length of Stay



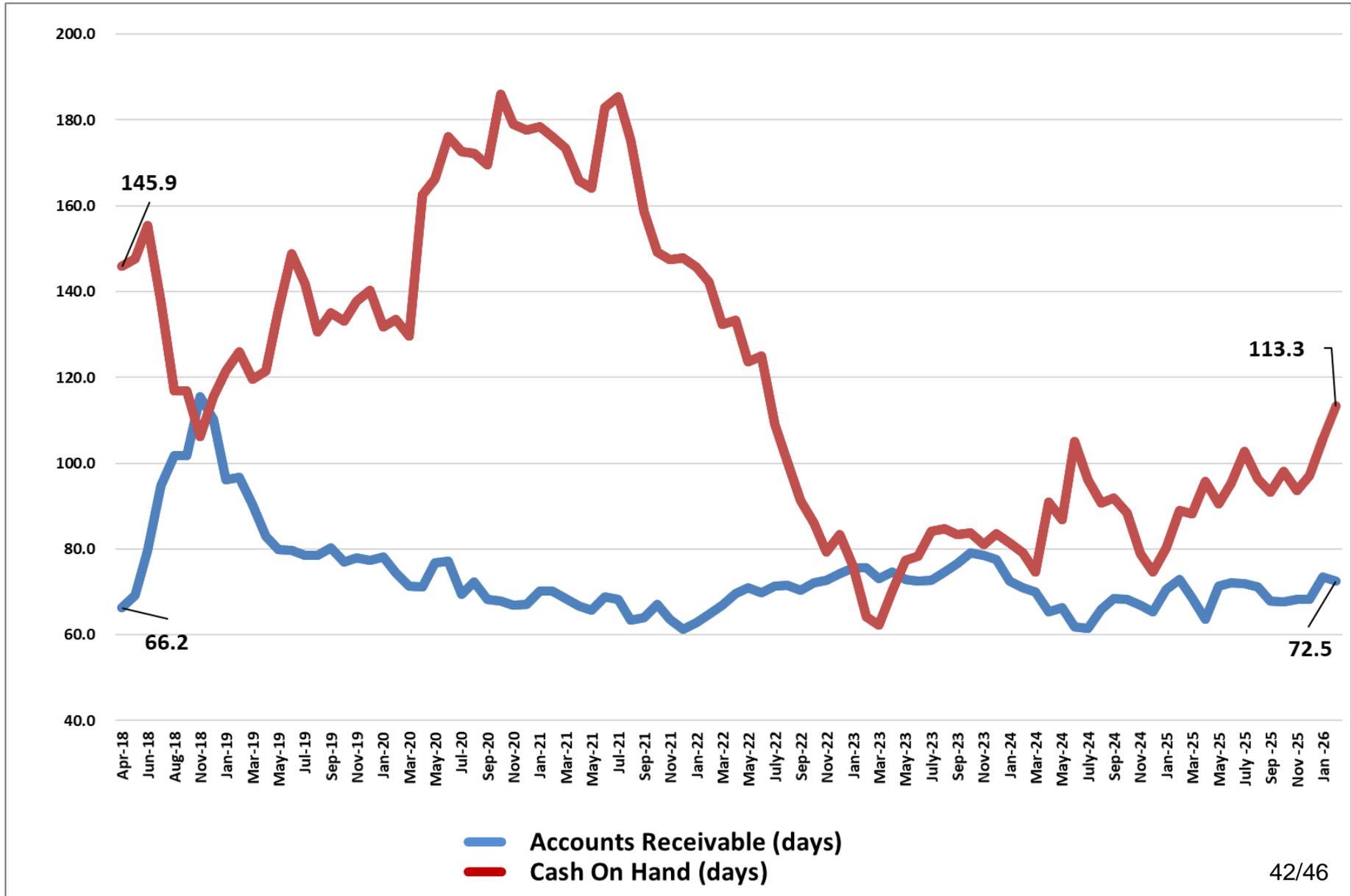
# Average Length of Stay Distribution

## FY26 Overall LOS Distribution



	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb
■ at GMLOS or Better	50%	53%	53%	52%	52%	48%	48%	46%
■ 1-2 days over GMLOS	22%	22%	21%	21%	23%	27%	23%	26%
■ 2-6 days over GMLOS	16%	16%	16%	17%	15%	16%	19%	18%
■ 6-10 days over GMLOS	6%	4%	4%	6%	5%	5%	5%	6%
■ 10-30 days over GMLOS	5%	5%	4%	4%	4%	4%	5%	4%
■ 30+ days over GMLOS	0.6%	0.6%	0.9%	0.4%	0.3%	0.3%	1.3%	0.3%

# Trended Liquidity Ratios



# Ratio Analysis Report

	February 2026 Value	January 2026 Value	June 30, 2025 Audited Value	2024 Moody's Median Benchmark		
				Aa	A	Baa
<b>LIQUIDITY RATIOS</b>						
Current Ratio (x)	2.4	2.5	2.5	1.6	<b>1.9</b>	1.7
Accounts Receivable (days)	72.5	73.6	72.1	48.7	<b>46.7</b>	48.6
Cash On Hand (days)	113.3	105.6	95.3	282	<b>194.6</b>	122.9
Cushion Ratio (x)	13.1	12.1	10.9	46.1	<b>26.8</b>	15.5
Average Payment Period (days)	50.4	50.2	55.1	75.8	<b>61.9</b>	62.3
<b>CAPITAL STRUCTURE RATIOS</b>						
Cash-to-Debt	138.7%	128.9%	114.9%	297.1%	<b>188.1%</b>	111.0%
Debt-To-Capitalization	30.9%	30.9%	31.3%	20.8%	<b>28.7%</b>	35.5%
Debt-to-Cash Flow (x)	4.0	4.1	2.8	2.2	<b>3.1</b>	5.0
Debt Service Coverage	2.5	2.4	3.8	7.9	<b>5.3</b>	3.3
Maximum Annual Debt Service Coverage (x)	2.0	1.9	3.0	7.2	<b>4.8</b>	2.7
Age Of Plant (years)	13.9	14.0	13.6	11.1	<b>13.3</b>	14.8
<b>PROFITABILITY RATIOS</b>						
Operating Margin	(.9%)	(1.0%)	(4.2%)	2.9%	<b>1.6%</b>	(.5%)
Excess Margin	0.8%	0.7%	2.9%	6.7%	<b>4.3%</b>	1.3%
Operating Cash Flow Margin	4.0%	3.9%	1.0%	7.9%	<b>6.6%</b>	4.2%
Return on Assets	0.8%	0.7%	3.1%	4.5%	<b>3.8%</b>	1.7%

# Consolidated Statements of Net Position (000's)

	Feb-26	Jun-25
		<b>(Audited)</b>
<b>ASSETS AND DEFERRED OUTFLOWS</b>		
<b>CURRENT ASSETS</b>		
Cash and cash equivalents	\$ 4,426	\$ 6,595
Current Portion of Board designated and trusted assets	25,829	17,533
Accounts receivable:		-
Net patient accounts	159,585	154,634
Other receivables	28,469	70,335
	188,055	224,969
Inventories	14,276	13,871
Medicare and Medi-Cal settlements	61,138	62,463
Prepaid expenses	12,007	8,234
Total current assets	305,730	333,666
<b>NON-CURRENT CASH AND INVESTMENTS -</b>		
less current portion		
Board designated cash and assets	273,596	218,025
Revenue bond assets held in trust	-	22,950
Assets in self-insurance trust fund	278	626
Total non-current cash and investments	273,874	241,602
<b>INTANGIBLE RIGHT TO USE LEASE,</b>	19,144	15,613
net of accumulated amortization		
<b>INTANGIBLE RIGHT TO USE SBITA,</b>	10,226	8,062
net of accumulated amortization		
<b>CAPITAL ASSETS</b>		
Land	20,544	17,542
Buildings and improvements	445,730	437,184
Equipment	346,416	340,593
Construction in progress	16,344	18,729
	829,034	814,048
Less accumulated depreciation	554,721	541,607
	274,313	272,441
<b>OTHER ASSETS</b>		
Property not used in operations	2,126	5,155
Health-related investments	1,804	2,147
Other	22,168	20,922
Total other assets	26,098	28,224
Total assets	909,385	899,608
<b>DEFERRED OUTFLOWS</b>	12,250	13,133
	\$ 921,635	\$ 912,741
Total assets and deferred outflows		

# Consolidated Statements of Net Position (000's)

	Feb-26	Jun-25
<b>LIABILITIES AND NET ASSETS</b>		
<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued expenses	\$ 30,869	\$ 43,963
Accrued payroll and related liabilities	73,569	71,620
SBITA liability, current portion	3,429	3,031
Lease liability, current portion	3,561	3,204
Bonds payable, current portion	13,184	13,014
Notes payable, current portion	2,306	-
Financing Lease Liability, current portion	554	-
Total current liabilities	127,472	134,831
<b>LEASE LIABILITY, net of current portion</b>	16,185	12,850
<b>SBITA LIABILITY, net of current portion</b>	4,679	3,941
<b>LONG-TERM DEBT, less current portion</b>		
Financing Lease payable	3,192	-
Notes payable	18,444	20,750
Total long-term debt	220,665	222,369
<b>NET PENSION LIABILITY</b>	21,045	16,169
<b>OTHER LONG-TERM LIABILITIES</b>	53,650	50,472
Total liabilities	443,697	440,632
<b>NET ASSETS</b>		
Invested in capital assets, net of related debt	64,191	60,147
Restricted	47,111	58,980
Unrestricted	366,636	352,983
Total net position	477,938	472,110
Total liabilities and net position	<u>\$ 921,635</u>	<u>\$ 912,741</u>



## Fiscal Year 2027 Budget Calendar

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Wednesday	<b>March 4, 2026</b>	Reclasses due for July thru January
Wednesday	<b>March 11, 2026</b>	Finance Department starts preparing cost center operating budgets using 8-month FYTD actual results and guiding principles adopted by Executive Team
Friday	<b>March 20, 2026</b>	<p>Operating budgets with statistics distributed to cost center Directors</p> <ul style="list-style-type: none"> <li>• Directors prepare operating budgets including details for selected expense lines</li> <li>• <b><u>Send to appropriate VP for review and approval</u></b></li> </ul> <p>Capital budgets distributed to cost center directors</p> <ul style="list-style-type: none"> <li>• Directors prepare capital equipment requests with input from medical directors and staff physicians</li> <li>• <b><u>Send to appropriate VP for review and approval</u></b></li> </ul>
Friday	<b>April 17, 2026</b>	Completed VP reviewed and approved cost center <b><u>Operating Budgets AND Capital Budgets</u></b> submitted to Finance Department
Monday	<b>April 20 – May 8</b>	First round of Budget meeting sessions will begin with Executives, Directors, & Managers
Monday	<b>May 18, 2026</b>	First draft of budget presented to Executive Team
Monday	<b>May 18, 2026</b>	Leadership/Finance Team submits final vetted capital equipment budget
Wednesday	<b>May 20, 2026</b>	Present to Board of Directors of preliminary budget concepts and guidelines
Wednesday	<b>June 10, 2026</b>	Budget finalized in preparation for Board Meeting
Friday	<b>June 12, 2026</b>	Complete presentation for Finance Board Meeting due
Wednesday	<b>June 17, 2026</b>	Present to Finance Board
Friday	<b>June 19, 2026</b>	Complete presentation for Board Meeting due
Wednesday	<b>June 24, 2026</b>	Final budget presented to Board of Directors for approval