



TAHOE FOREST HOSPITAL DISTRICT

2025-06-26 Special Meeting of the Board of Directors

Thursday, June 26, 2025 at 2:00 p.m.

Eskridge Conference Room, Tahoe Forest Hospital

10121 Pine Ave, Truckee CA 96161

Meeting Book - 2025-06-26 Special Meeting of the Board of Directors

Special Meeting

Agenda

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Items For Discussion and/or Action

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SPECIAL MEETING OF THE BOARD OF DIRECTORS

AGENDA

Thursday, June 26, 2025 at 2:00 p.m.
Tahoe Forest Hospital – Eskridge Conference Room
10121 Pine Avenue, Truckee, CA 96161

1. **CALL TO ORDER**
2. **ROLL CALL**
3. **CLEAR THE AGENDA/ITEMS NOT ON THE POSTED AGENDA**
4. **ITEMS FOR BOARD ACTION** ♦
 - 4.1. **TFHD Fiscal Year 2026 Budget** ♦ATTACHMENT
Board of Directors will review and consider approval of the Fiscal Year 2026 Budget.
 - 4.2. **TFHD 3 Year Capital Plan – FY 2027-2029** ♦ATTACHMENT
Board of Directors will review and consider approval of the FY2027-2029 Capital Plan.
5. **REPORT OF ACTIONS TAKEN IN CLOSED SESSION**
6. **ADJOURN**

The next regularly scheduled meeting of the Board of Directors of Tahoe Forest Hospital District is July 24, 2025 at Tahoe Forest Hospital – Eskridge Conference Room, 10121 Pine Avenue, Truckee, CA, 96161. A copy of the board meeting agenda is posted on the District’s web site (www.tfhd.com) at least 72 hours prior to the meeting or 24 hours prior to a Special Board Meeting. Materials related to an item on this Agenda submitted to the Board of Directors, or a majority of the Board, after distribution of the agenda are available for public inspection in the Administration Office, 10800 Donner Pass Rd, suite 200, Truckee, CA 96161, during normal business hours.

*Denotes material (or a portion thereof) may be distributed later.

Note: It is the policy of Tahoe Forest Hospital District to not discriminate in admissions, provisions of services, hiring, training and employment practices on the basis of color, national origin, sex, religion, age or disability including AIDS and related conditions. Equal Opportunity Employer. The telephonic meeting location is accessible to people with disabilities. Every reasonable effort will be made to accommodate participation of the disabled in all of the District’s public meetings. If particular accommodations for the disabled are needed or a reasonable modification of the teleconference procedures are necessary (i.e., disability-related aids or other services), please contact the Clerk of the Board at 582-3583 at least 24 hours in advance of the meeting.

**Tahoe Forest Hospital District
Operating & Capital Budget, and Ratio Analysis & Financial Forecasts
Fiscal Year 2026**

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**Tahoe Forest Hospital District
Operating & Capital Budget, and Ratio Analysis & Financial Forecasts
Fiscal Year 2026**

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President and Chief Executive Officer Fiscal Year 2026 Budget Discussion

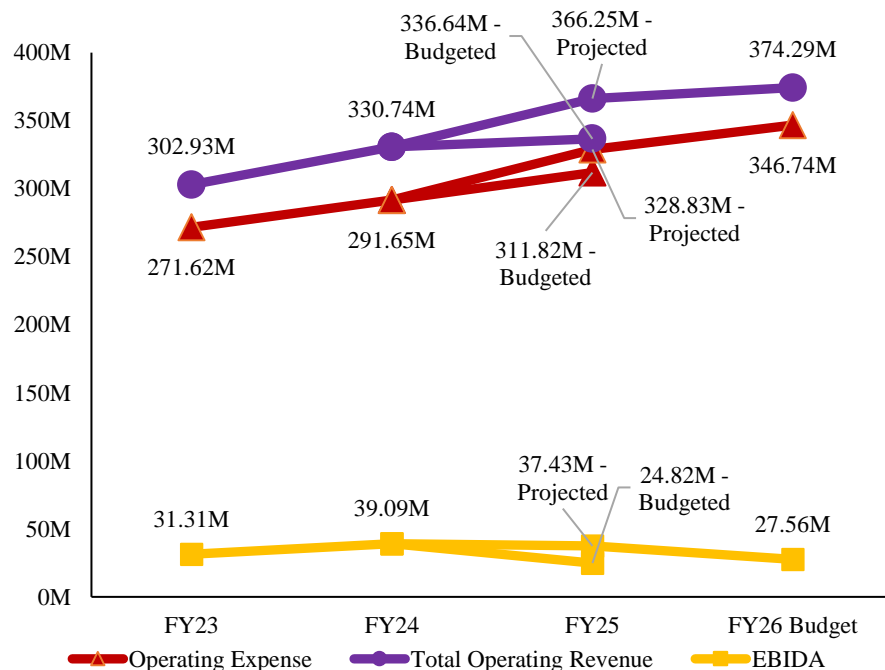
The fiscal year 2026 budget reflects Tahoe Forest Health System's commitment to sound financial stewardship, ongoing investment in infrastructure and access, and a proactive approach to long-term sustainability. This year's plan is shaped by our strategic goals and a comprehensive ten-year financial forecast.

We are pleased to report that the health system is projecting another strong year. Total gross revenue, which reflects the money earned from delivering patient care, is expected to exceed \$765 million where total net operating revenue after all contractual is expected to be over \$374 million. This represents a 2.2 percent increase over the current fiscal year's projections. The growth is a result of both increased demand for services and disciplined internal performance.

Understanding the Bottom Line

The FY 2026 budget also projects earnings before interest, depreciation, and amortization (EBIDA) of over \$27 million where current FY 2025 budget was over \$24 million. This financial measure focuses on operating cash flow. It shows how much money is available to reinvest in services and operations before accounting for longer-term costs such as building depreciation or interest on debt.

A strong EBIDA indicates that the organization has sufficient resources to reinvest in care, staff, and equipment. It also means we are well positioned to respond to emergencies or

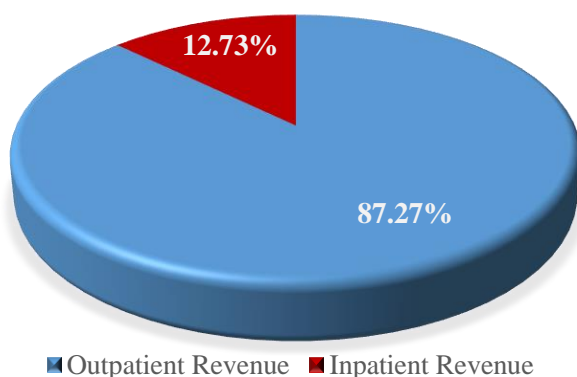


economic shocks without relying on short-term fixes. Most importantly, it reflects our ongoing commitment to long-term financial stability.

In total, the organization is budgeting approximately \$346.7 million in operating expenses, which includes staffing, services, supplies, and clinical operations. Despite these rising costs, the system is projected to generate a \$27.5 million operating surplus. This preserves financial flexibility and provides room to address emerging needs.

Key Drivers

Fiscal year 2026 represents the next phase in a multi-year effort to improve access, operational efficiency, and service coordination. Previous investments, including workflow redesign, technology upgrades, and scheduling improvements, are now producing measurable results across clinics and departments.



More than 87 percent of gross revenue now comes from outpatient care. This reflects the health system's strategic shift toward high-demand services delivered outside of the traditional hospital setting. The budget includes an estimated capital investment of \$5.6 million for equipment, \$5.0 million for IT/EMR and \$55.6 million for construction. These capital investment, focused on diagnostic imaging, surgical upgrades, digital

infrastructure, seismic upgrades and other enhancements are aligned with our care model, growth initiatives, and commitment to sustained patient care

Key priorities this year include the expansion of outpatient primary and specialty services, as well as urgent care and community pharmacy. Additional investments include new diagnostic equipment such as X-ray and fluoroscopy which are at end of life. Modernization of internal systems will continue through upgraded communication tools and enhanced IT infrastructure, including cybersecurity safeguards that are essential for safe and reliable care.

Strategic Caution in a Shifting Policy and Economic Landscape

While the fiscal year 2026 budget reflects financial strength and operational momentum, we are entering this next phase with strategic caution. The broader health policy environment at both the state and federal levels is evolving in ways that require thoughtful, disciplined planning.

California's Office of Health Care Affordability (OHCA) has launched phased cost growth targets, aiming to limit annual health care spending increases to 3.5 percent by 2026 and 3.0 percent by 2029. These benchmarks apply to all providers, including rural hospitals, requiring proactive cost containment strategies and disciplined financial planning. Although OHCA's long-term goals support sustainability, the mechanism introduces new constraints that may reduce financial flexibility even as community demand continues to rise. At the federal level, Medicare and

Medicaid reimbursement remains flat. Adjustments for inflation are limited, and supplemental payment programs are under increasing scrutiny.

At the same time, labor and supply costs remain persistently high. Although national inflation is moderating, hospitals face a unique inflationary curve, driven by persistent clinical staffing shortages, pharmaceutical price volatility, and aging infrastructure. These realities require ongoing reprioritization of capital and operational investments.

These factors underscore the importance of fiscal discipline, prioritization, and flexibility. We are advancing carefully by investing in critical infrastructure and services while avoiding overextension. Our strategy is designed to preserve financial independence, protect our credit rating, and ensure that we can meet future needs in a more constrained regulatory and funding environment.

We continue to target A-minus or better investment-grade credit rating. Maintaining strong credit ensures that we can borrow at lower cost, respond quickly to future needs, and operate with a high degree of financial independence. Reaching this goal requires careful decision-making and a willingness to make trade-offs. Some initiatives may be delayed to protect financial reserves, while others may be prioritized because of their urgency or long-term impact.

In this context, caution is not a sign of hesitation. It is an expression of responsibility. The FY26 budget reflects confidence in our strategic direction, coupled with the foresight to remain nimble. Our approach balances investment in essential services with the adaptability required to succeed in an increasingly regulated and cost-constrained environment.

In Closing

Fiscal year 2026 represents a strategic shift, from foundational investments to measurable results in both operational performance and financial resilience. We are growing with intention, guided by our mission and a deep commitment to the health of our organization and community. As we move forward, our focus remains clear” deliver exceptional care today while strengthening Tahoe Forest Health System for tomorrow.

Following on the next page is a high-level summary of our FY 2026 Operating Budget.

Our FY 26 Operating Budget Summary:

Net Patient Revenue	349,904,255
Other Operating Revenue	22,942,810
Wellness Neighborhood Property Tax Revenue	1,447,425
Operating Expenses	(346,738,247)
EBIDA	\$ 27,556,243
Property Taxes - All	15,365,336
Depreciation	(23,948,916)
Interest Income - All	3,622,273
Interest Expense - All	(5,403,227)
Other Non-Operating Revenue/(Expense)	6,766,724
Net Income	<u>\$ 23,958,433</u>
EBIDA (on Gross Revenue)	3.6%
Return on Equity	7.0%
Days Cash on Hand	191
<u>Standard & Poor's Ratio Calculations:</u>	
EBIDA Margin	13.7%
Operating EBIDA Margin	11.0%
Operating Margin	3.5%
Excess Margin	6.1%
Days Cash on Hand	189

Respectfully submitted:

Anna M. Roth, RN, MSN, MPH
President & Chief Executive Officer

Crystal Felix
Chief Financial Officer



TAHOE
FOREST
HEALTH
SYSTEM

Origination 08/1985
Date
Last 06/2024
Approved
Last Revised 06/2024
Next Review 06/2027

Department Board - ABD
Applicabilities System

Fiscal Policy, ABD-11

RISK:

Failure to have a sound fiscal policy that requires the District to maintain strong financial performance and strong cash reserves may result in diminished access to capital markets, as well as limiting Tahoe Forest Hospital District's (District) ability to fund essential services, and programs.

PURPOSE:

The purpose of this policy is to communicate the fiscal policy of the District as it relates to the operations of Tahoe Forest Hospital District and the various other services, programs and ventures which the District is or shall consider providing consistent with its Mission Statement and operating policies. It is the intention of the Board of Directors that this Fiscal Policy be disseminated to the hospital administrative and management team, as well as Medical Staff leadership, in order to achieve a broad based understanding of the fiscal goal of Tahoe Forest Hospital District. For the purposes of this policy statement, the term "services" shall apply to all hospital operations as well as other District services, programs or ventures.

POLICY:

A. RATIONALE

In view of the ever-changing reimbursement environment in which health care providers exist, the Board of Directors recognizes the importance of financial stability. A sound Fiscal Policy is necessary to assure the continuation of needed services, and as appropriate, expansion into new health-related facilities and services. To assure access to capital markets, it is in the best interest of the District to maintain strong financial performance and strong cash reserves. This philosophy is based upon, and consistent with, the Mission Statement and operating policies of the District.

B. POLICY STATEMENT

Our Fiscal Policy is to ensure the availability of capital to meet the future costs of carrying out the hospital's mission and serves as a prudent reserve to offset unexpected external forces. It

will be the responsibility of the District's President & Chief Executive Officer (CEO) to implement policies and procedures consistent with the Fiscal Policy of the Board of Directors. The District shall put forth a strong effort in every fiscal year on achieving, at a minimum, the Standard and Poor's (S&P) A- rating, targeting the median ratios of the A- rating or better. At no time shall the District target financial performance that would drop the District below an investment grade rating.

PROCEDURE:

A. OPERATING MARGIN AND EXCESS (NET INCOME) MARGIN

The District, through approval by the Board of Director's, shall set an annual budget that seeks to target or maintain Operating and Excess Margins at the median S&P ratios of an A- rating or better. The President & CEO shall in turn endeavor, consistent with the President & CEO's authority under the annual budget and duly-adopted District policies, to direct District operations throughout the fiscal year so as to maintain Operating and Excess Margins at the median S&P ratios of an A- rating or better. Unusual circumstances may arise that could require setting the annual budget at ratios lower than A-, however, at no time shall the annual budget target median ratios below an investment grade rating. The President & CEO shall direct management and staff to operate the District in a manner that achieves the goals of the annual budget.

B. FUND BALANCES AND TRANSFER PROCEDURES

The President & CEO shall, consistent with the President & CEO's authority under the annual budget, this Fiscal Policy, and duly-adopted District policies, authorize the movement of funds with the goal of achieving projected Days' Cash on Hand (the number of days of average expenses) at the median S&P ratios of an A- rating or better. There shall be a strong effort to maintain this minimum Days' Cash on Hand ratio to ensure appropriate cash reserves and to sustain sufficient funding for capital needs. Unusual circumstances may arise that could require setting the annual budget Days' Cash on Hand ratio lower than A-, however at no time shall the annual budget reflect a Days' Cash on Hand ratio below an investment grade rating. At least quarterly, a report of Day's Cash on Hand shall be presented to the Board of Directors.

C. MAINTENANCE AND OPERATING FUND

All receipts and revenues of any kind from the operation of the hospital shall be paid daily into the treasury of the District and placed in the Maintenance and Operations Fund. Monies in the maintenance and Operation Fund may be expended for any of the purposes of the District. The President & CEO will direct the allocation of monies in excess of 30 days forecasted cash to Board designated funds or transfer sufficient monies from Board designated funds into Maintenance and Operations Fund so that a minimum of 30 days working capital is maintained for the upcoming quarter. Fund transfers into Maintenance and Operations Fund from other funds to cover the minimum 30 days working capital will be in the following priority:

1. Cash Reserve Fund
2. Projects Fund

D. BOARD DESIGNATED FUNDS

Available funds will be funded in the priority order as listed. Bond Funds are held by the Bond Trustee until the fund reimburses the District for project expenditures. The reimbursed bond project expenditures will be deposited in the Maintenance and Operations Fund. Debt service is included in the Maintenance and Operations Fund.

- 1. Other Entity Funds:
Funds held for other entities such as Medical Staff and Auxiliary. Interest income accrues to the specific fund.
- 2. Projects Fund:
Board of Directors approved and designated projects. Fund to include, among others Building Funds and Capital Equipment Funds. Interest income will accrue to the Maintenance and Operations Fund.

E. **CASH RESERVE FUND**
Board of Directors approved funding to increase and provide sufficient reserves to sustain operational integrity; continued services at current levels; emergency purposes (safety net); credit worthiness; anticipated capital replacement needs. Interest income will accrue to the Maintenance and Operations Fund.

F. **RESTRICTED FUNDS**
Funds restricted to purchase assets or to fund program costs. These funds become unrestricted when the restriction is satisfied. Interest income accrues to the specific fund.

G. **DONATIONS**
Donated funds will be placed in the appropriate fund to be designated by the donor.

COPY

All Revision Dates
06/2024, 12/2021, 10/2018, 09/2016, 11/2015, 01/2014, 01/2012, 02/2010, 06/2007, 02/2006

Approval Signatures

Step Description	Approver	Date
	Louis Ward: COO & Acting CEO	06/2024
	Martina Rochefort: Clerk of the Board	06/2024

Tahoe Forest Hospital District Statement of Revenue and Expense

The following contains a detailed five-year historical Statement of Revenue and Expense, as well as the Projected FY 2025 and Budget FY 2026 for Tahoe Forest Hospital District and Incline Village Community Hospital. In addition, we have included FY 2026 budgets for the Separate Business Units, Tahoe Center for Health, Cancer Center program, Multi-Specialty Clinics, and Wellness Neighborhood/Community Health Programs.

The following are the highlights of the budget for FY 2026 for Tahoe Forest Hospital District:

• Gross Revenue	\$765,397,023
• Deductions from Revenue	(415,492,768)
• Other Operating Revenue	22,942,810
• Wellness Neighborhood Revenue	1,447,425
• Total Operating Revenue	374,294,490
• Operating Expenses	(346,738,247)
• EBIDA	27,556,243
• Non-Operating Expense	(18,963,145)
• Property Tax Revenue	15,365,336
• Net Income/(Loss)	23,958,434
• Return on Equity	7.0%
• Return on Gross Revenue EBIDA	3.6%

Gross Revenue was developed using a Gross Revenue per Unit calculation.

Deductions from Revenue was developed by breaking the gross revenue down by entity, and by payor, and then applying the relevant contractual allowance percentage to the gross revenue. Deductions from Revenue also include a component for Charity Care, which is budgeted at 2.0% overall and Bad Debt, which is budgeted at 1.5% overall. Please refer to the “Deductions from Revenue” narrative for more details.

Other Operating Revenue consists of revenue from separate entities such as the Community Pharmacy, Hospice Thrift Stores, Tahoe Center for Health, Children’s Center, Cafeteria Sales, Rental Income, Rebates & Refunds, Medi-Cal QIP (previously PRIME) program, Hospital Quality Assurance Fee (HQAF) program, Nevada Private Hospital Provider Tax program, and the IVCH Emergency Department contract. We are anticipating a net increase in FY 2026 when compared to Projected FY 2025, related to increases in funding from the Child Care Center, Community Pharmacy, and Hospital Quality Assurance fees, netted by a decrease in funding from the Nevada Private Hospital Provider Tax fee.

Salaries, Wages and Benefits reflect an average increase in FY 2026 of 3.0%, inclusive of exempt and non-represented employees. Salaries and Wages for FY 2026 also include physicians who have joined the employment model and include an average increase of 5.0% in FY 2026. The FTE increase related to the physician employment model is 6.07 FTEs when compared to Projected FY 2025 and an increase of 2.94 FTEs when compared to Budget FY 2025. Those benefits that are calculated based upon wages such as employer taxes, deferred compensation, and pension have been adjusted to account for these increases in wages.

Tahoe Forest Hospital District Statement of Revenue and Expense

Management has developed an FTE plan to accommodate anticipated growth in targeted areas. When comparing the 2026 FTE Budget to the 2025 FTE Budget (exclusive of the physician FTEs), a 56.46 FTE increase is reflected and an increase of 94.51 FTEs when compared to Projected FY 2025. The increase in budgeted FY 2026 FTEs as compared to the Projected FY 2025 FTEs is a result of additional staffing needs in Registration, Access Center, and Revenue Cycle to accommodate increased patient volumes in Orthopedics, Primary Care, Urgent Care, and specialty services in our Clinics, Community Case Management to assist patients in accessing needed resources and services within our community, Business Intelligence and Process Improvement for a more refined approach to making better business decisions and improve performance, and IVCH Imaging and Surgical Services to better serve our patients in the Incline Village community.

Workers Compensation is being budgeted to reflect an increase in FY 2026 when compared to Projected FY 2025, which is due to the increase to our budgeted FTEs for FY 2026, including additional physicians who will be joining the employment model in FY 2026. FY 2025 is projecting to come in lower than FY 2025 budget due to a decrease in claims.

Health Insurance is being budgeted to reflect a 19.3% increase. The increase in health insurance takes into account the budgeted growth in FY 2026 FTE's, including the physician component, and incorporates a reserve for higher dollar claims as we have seen in several of our previous fiscal years.

Professional Fees reflect an increase of 11.0% when compared to Projected FY 2025. This is related to contracted physicians in the Emergency Departments at Tahoe Forest and Incline Village, Hospitalists, Anesthesia, and Inpatient Pharmacy. The FY 2026 budget also reflects an increase in Consulting Fees for Information Technology in support of integrations and implementations within our Operating and EMR system, development of the District's "North Star", Financial audit and regulatory filing services, Community Relations consulting, and Process Redesign initiatives.

Supplies reflect an overall 11.7% increase when compared to Projected FY 2025. We applied an inflation factor of 5.0% for medical supplies, food/dietary supplies and non-medical/office supplies and a 10.0% increase to Patient Chargeable and Pharmaceutical supplies. The increase also accounts for increased supply usage due to clinical program enhancements, as well as factoring in modest cost savings through programs like 340B for pharmaceutical supplies.

Purchased Services reflect a 5.5% increase compared to Projected FY 2025. Purchased services are comprised of maintenance/repair agreements, replacement of the telephony system, linen services, coding and billing services, interpreter services, and snow removal. The increase reflected in Budget FY 2026 accounts for additional services needed to support Human Resources, Accounting, and Administration, inflationary costs related to Information Technology agreements to maintain software, enhance security, and network infrastructure, and Community Program Initiatives.

Other Expenses reflects a 9.2% increase compared to Projected FY 2025. This is comprised of increases in Utilities, Insurance including Physician professional liability, Outside Training & Travel, Marketing, Website Maintenance, Equipment Rental, and Physician Recruitment expenses. Highlights of these changes are listed below:

Tahoe Forest Hospital District Statement of Revenue and Expense

1. Utilities are up \$164,000 due to increases we have experienced in FY 2025 and include a 5.0% inflation factor built into the FY 2026 budget. The increase in utilities includes the addition of new clinical and support services spaces.
2. Insurance costs up \$211,000 in the areas of Risk, D&O, Comprehensive Liability, Crime/Cyber, and Physician professional liability.
3. An increase of \$567,000 in Outside Training & Travel related to regulatory and compliance training, consultant travel, seminars, and employee educational assistance. This is a discretionary manageable expense item.
4. Marketing increases of \$158,000 for clinical and community benefit programs along with communication initiatives to educate the community on our access to care enhancements.
5. Website Maintenance increase of \$102,000 for updates and the development of new landing pages.
6. Equipment Rental expense decrease of \$200,000.
7. Physician Recruitment expense increase of \$187,000 to accommodate the onboarding of additional Family Medicine and Specialty physicians.

District and County Taxes are slightly lower from Projected FY 2025. We are anticipating the FY 2026 budget to be \$11.2 million based on current real estate trends in Nevada and Placer counties. A component of property tax revenues is included in the Other Operating Revenue section to offset Community Health and Wellness Neighborhood expenses.

Interest Income FY 2026 is expected to decrease over Projected FY 2025 based on the investment activity of funds held with Chandler Investments, US Bank Treasury Obligations, and LAIF, and accounts for decreases in cash levels for construction projects and capital expenditures. In FY 2025, LAIF rates ranged from 4.27% to 4.60%, Chandler Investments interest rates ranged from 3.93% to 4.89% and, US Bank Treasury Obligations rates ranged from 3.92% to 4.89%. The District has budgeted a conservative annualized rate of 3.38% on its earnings held with LAIF and 3.30% with Chandler Investments for FY 2026 based on expected weakening of interest rates in the latter half of 2025 and again in the first half of 2026.

Donations from the TFHS Foundation are expected to be \$1,151,944 in support of the following areas: Hospice, Women & Family, Emergency Services, Behavioral Health, Wellness Neighborhood, Community Health/Wellness, Cancer Center, Cardiology, and for Areas of Greatest Need. IVCH Foundation is expected to contribute \$3,885,368 for the enhancement of the Surgical Services space and Capital Equipment needs in FY 2026.

Gain/(Loss) on Joint Venture based on ownership of the Truckee Surgery Center, LLC, we will book 99% of the Gain/(Loss) on the Joint Venture in TSC, LLC.

Gain/(Loss) on Market Investments based on funds held with Chandler Investments, taking a conservative approach based on current global activities that are influencing market conditions.

Depreciation has been budgeted higher than Projected FY 2026 due to anticipated capital additions and investments and completed construction projects starting their depreciable life.

Interest Expense has been increased 3.7% compared to Projected FY 2025. This is a result of the addition of the Municipal Lease during the last half of FY 2025.

**TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2020, 2021, 2022, 2023, 2024, BUDGET 2025, PROJECTED 2025, and BUDGET 2026**

	AUDITED FYE 6/30/20	AUDITED FYE 6/30/21	AUDITED FYE 6/30/22	AUDITED FYE 6/30/23	AUDITED FYE 6/30/24	BUDGET FYE 6/30/25	PROJECTED FYE 6/30/25	BUDGET FYE 6/30/26	VARIANCE \$	VARIANCE %
OPERATING REVENUE										
Total Gross Revenue	\$ 378,688,373	\$ 453,295,108	\$ 513,119,747	\$ 563,891,722	\$ 644,569,997	\$ 671,417,743	\$ 730,080,863	\$ 765,397,023	\$ 35,316,160	4.8%
Gross Revenues - Inpatient										
Daily Hospital Service	34,783,399	38,736,125	41,151,148	37,396,858	40,240,837	40,637,895	41,720,931	42,561,048	840,117	2.0%
Ancillary Service - Inpatient	53,268,416	45,688,905	53,225,614	44,962,771	51,187,024	49,721,503	53,550,912	54,851,867	1,300,955	2.4%
Total Gross Revenue - Inpatient	88,051,816	84,425,030	94,376,762	82,359,629	91,427,861	90,359,398	95,271,843	97,412,915	2,141,072	2.2%
Gross Revenue - Outpatient	290,636,557	368,870,078	418,742,985	481,532,093	553,142,136	581,058,345	634,809,019	667,984,108	33,175,089	5.2%
Total Gross Revenue - Outpatient	290,636,557	368,870,078	418,742,985	481,532,093	553,142,136	581,058,345	634,809,019	667,984,108	33,175,089	5.2%
Deductions from Revenue:										
Contractual Allowances	154,199,359	197,125,156	241,499,546	269,890,680	332,622,816	332,872,840	378,035,959	388,450,175	10,414,216	2.8%
Charity Care	15,292,435	15,499,800	13,477,214	3,420,814	513,427	13,428,355	4,457,008	15,307,941	10,850,933	243.5%
Bad Debt	5,352,230	5,554,948	(1,673,248)	6,981,628	7,474,896	10,263,223	6,148,355	11,734,652	5,586,297	-90.9%
Prior Period Settlements	(2,134,699)	(2,570,979)	(4,020,183)	(795,537)	(2,982,355)	-	(1,489,889)	-	1,489,889	100.0%
Total Deductions from Revenue	172,709,325	215,608,925	249,283,330	279,497,585	337,628,784	356,564,418	387,151,432	415,492,768	28,341,336	7.3%
Other Operating Revenue	12,987,963	12,397,711	14,648,926	17,201,440	22,561,978	20,440,611	22,069,094	22,942,810	873,716	4.0%
Wellness Neighborhood-RPT, Grants, Donations	1,110,367	1,188,926	1,142,445	1,337,904	1,232,883	1,344,987	1,254,008	1,447,425	193,417	15.4%
TOTAL OPERATING REVENUE	220,077,378	251,272,821	279,627,788	302,933,481	330,736,075	336,638,923	366,252,532	374,294,490	8,041,958	2.2%
OPERATING EXPENSES										
Salaries, Wages & Benefits	104,755,449	117,542,428	131,075,692	160,177,515	175,358,404	178,181,204	192,177,571	193,724,332	1,546,762	0.8%
Benefits Workers Compensation	730,606	2,099,779	1,098,819	1,392,340	(9,786)	1,569,356	1,205,862	1,383,780	177,918	14.8%
Benefits Medical Insurance	12,532,413	15,007,642	15,525,285	21,955,036	26,293,783	32,158,567	30,667,915	36,592,296	5,924,381	19.3%
Professional Fees	19,847,800	16,961,139	18,797,519	9,197,324	9,272,106	10,126,729	11,099,565	12,321,059	1,221,494	11.0%
Supplies	28,821,884	31,196,014	36,916,580	42,663,659	46,680,660	52,894,207	55,704,652	62,210,894	6,506,242	11.7%
Purchased Services	20,644,309	22,792,775	24,601,642	23,660,314	22,806,472	24,355,741	25,679,938	27,084,718	1,404,780	5.5%
Other	9,280,737	10,416,636	11,021,846	12,574,571	11,246,758	12,536,270	12,291,809	13,421,168	1,129,358	9.2%
TOTAL OPERATING EXPENSE	196,613,198	216,016,411	239,037,383	271,620,759	291,648,398	311,822,074	328,827,312	346,738,247	17,910,935	5.4%
NET OPERATING REV(EXP) EBIDA	\$ 23,464,180	\$ 35,256,409	\$ 40,590,404	\$ 31,312,722	\$ 39,087,677	\$ 24,816,849	\$ 37,425,220	\$ 27,556,243	\$ (9,868,977)	-26.4%
NON-OPERATING REVENUE										
District and County Taxes	6,874,453	7,243,165	8,008,390	8,877,225	9,571,029	10,414,585	10,849,480	9,743,030	(1,106,450)	-10.2%
District and County Taxes - GO Bond	5,220,126	4,900,434	5,568,851	5,707,806	5,581,281	5,467,598	5,767,598	5,622,306	(145,292)	-2.5%
Interest Income	1,805,664	713,110	692,920	1,628,402	3,410,928	2,925,047	4,450,724	3,622,273	(828,450)	-18.6%
Donations	1,321,056	690,458	2,063,939	1,680,979	7,924,244	1,325,142	1,244,435	5,037,312	3,792,877	304.8%
Gain/(Loss) on Joint Venture	(1,592,144)	(520,535)	(414,976)	(1,334,977)	(530,896)	(1,005,000)	(1,353,971)	(1,822,588)	(468,617)	34.6%
Gain/(Loss) on Market Investments	-	-	(3,443,346)	388,616	4,069,946	1,200,000	5,603,729	3,600,000	(2,003,729)	-35.8%
Gain/(Loss) on Sale of Equip/Property	7,546	-	36,801	1,000	1,693	-	40,782	-	(40,782)	-100.0%
Gain/(Loss) on Split Dollar Cash Values	-	-	-	-	(42,286)	-	-	(48,000)	(48,000)	#DIV/0!
Loss on Investment-TIRHR	-	-	-	-	(5,051,205)	-	-	-	-	0.0%
COVID-19 Emergency Funds	13,521,428	(3,567,509)	(1,092,739)	-	-	-	-	-	-	0.0%
Depreciation	(13,364,758)	(13,642,989)	(15,363,540)	(19,769,540)	(20,457,282)	(21,557,105)	(21,941,068)	(23,948,916)	(2,007,848)	9.2%
Interest Expense	(1,435,641)	(1,307,837)	(1,342,139)	(2,473,997)	(2,392,444)	(2,185,386)	(2,328,104)	(2,414,076)	(85,972)	3.7%
Interest Expense - GO Bond	(3,620,802)	(3,484,475)	(3,416,267)	(3,329,946)	(3,243,466)	(3,124,437)	(3,148,508)	(2,989,151)	159,357	-5.1%
TOTAL NON-OPERATING REVENUE	8,736,927	(8,976,178)	(8,702,107)	(8,624,432)	(1,158,459)	(6,539,556)	(814,903)	(3,597,809)	(2,782,907)	341.5%
EXCESS REVENUE(EXPENSE)	\$ 32,201,107	\$ 26,280,231	\$ 31,888,297	\$ 22,688,290	\$ 37,929,218	\$ 18,277,293	\$ 36,610,317	\$ 23,958,434	\$ (12,651,883)	-34.6%

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2020, 2021, 2022, 2023, 2024, BUDGET 2025, PROJECTED 2025, and BUDGET 2026

	AUDITED FYE 6/30/20	AUDITED FYE 6/30/21	AUDITED FYE 6/30/22	AUDITED FYE 6/30/23	AUDITED FYE 6/30/24	BUDGET FYE 6/30/25	PROJECTED FYE 6/30/25	BUDGET FYE 6/30/26	VARIANCE %
RETURN ON GROSS REVENUE EBIDA	6.2%	7.8%	7.9%	5.6%	6.1%	3.7%	5.1%	3.6%	-1.5%
RETURN ON EQUITY	20.6%	14.0%	14.9%	9.2%	14.1%	6.0%	12.0%	7.0%	-5.0%
RETURN ON EQUITY (excluding donations)	19.8%	13.6%	13.9%	8.5%	11.2%	5.5%	11.5%	5.5%	-6.0%
INPATIENT REV AS A % OF GROSS REV	23.3%	18.6%	18.4%	14.6%	14.2%	13.5%	13.0%	12.7%	
OUTPATIENT REV AS A % OF GROSS REV	76.7%	81.4%	81.6%	85.4%	85.8%	86.5%	87.0%	87.3%	
CONTRACTUAL ADJ AS A % OF GROSS REV	40.7%	43.5%	47.1%	47.9%	51.6%	49.6%	51.8%	50.8%	
CHARITY CARE AS A % OF GROSS REV	4.0%	3.4%	2.6%	0.6%	0.1%	2.0%	0.6%	2.0%	
BAD DEBT AS A % OF GROSS REV	1.4%	1.2%	-0.3%	1.2%	1.2%	1.5%	0.8%	1.5%	
SALARIES, WAGES & BEN AS A % OF NET RE	47.6%	46.8%	46.9%	52.9%	53.0%	52.9%	52.5%	51.8%	
WORKERS COMP AS A % OF NET REV	0.3%	0.8%	0.4%	0.5%	0.0%	0.5%	0.3%	0.4%	
MEDICAL INSURANCE AS A % OF NET REV	5.7%	6.0%	5.6%	7.2%	8.0%	9.6%	8.4%	9.8%	
PROFESSIONAL FEES AS A % OF NET REV	9.0%	6.8%	6.7%	3.0%	2.8%	3.0%	3.0%	3.3%	
SUPPLIES AS A % OF NET REV	13.1%	12.4%	13.2%	14.1%	14.1%	15.7%	15.2%	16.6%	
PURCHASED SVCS AS A % OF NET REV	9.4%	9.1%	8.8%	7.8%	6.9%	7.2%	7.0%	7.2%	
OTHER AS A % OF NET REV	4.2%	4.1%	3.9%	4.2%	3.4%	3.7%	3.4%	3.6%	

**INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2020, 2021, 2022, 2023, 2024 BUDGET 2025, PROJECTED 2025 and BUDGET 2026**

	AUDITED FYE 6/30/20	AUDITED FYE 6/30/21	AUDITED FYE 6/30/22	AUDITED FYE 6/30/23	AUDITED FYE 6/30/24	BUDGET FYE 6/30/25	PROJECTED FYE 6/30/25	BUDGET FYE 6/30/26	VARIANCE \$	VARIANCE %
OPERATING REVENUE										
Total Gross Revenue	\$ 23,239,753	\$ 26,859,423	\$ 33,086,808	\$ 37,977,843	\$ 44,510,389	\$ 48,157,849	\$ 51,462,757	\$ 54,600,009	\$ 3,137,252	6.1%
Gross Revenues - Inpatient										
Daily Hospital Service	16,423	54,897	18,470	10,719	7,959	-	-	-	-	#DIV/0!
Ancillary Service - Inpatient	18,864	39,903	31,715	11,270	4,455	-	-	-	-	#DIV/0!
Total Gross Revenue - Inpatient	35,287	94,800	50,185	21,989	12,414	-	-	-	-	#DIV/0!
Gross Revenue - Outpatient	23,204,466	26,764,623	33,036,623	37,955,854	44,497,975	48,157,849	51,462,757	54,600,009	3,137,252	6.1%
Total Gross Revenue - Outpatient	23,204,466	26,764,623	33,036,623	37,955,854	44,497,975	48,157,849	51,462,757	54,600,009	3,137,252	6.1%
Deductions from Revenue:										
Contractual Allowances	8,535,559	8,945,461	13,633,327	16,623,887	21,042,903	21,143,970	24,394,344	26,551,634	2,157,291	8.8%
Charity Care	1,284,244	1,259,187	1,218,437	570,972	141,152	963,157	678,280	1,092,000	413,720	61.0%
Bad Debt	1,175,241	677,186	128,688	1,041,627	1,473,955	722,368	1,235,055	819,000	(416,055)	-33.7%
Prior Period Settlements	(227,656)	(196,004)	130,002	(58,981)	(275,875)	-	(749,343)	-	749,343	-100.0%
Total Deductions from Revenue	10,767,388	10,685,830	15,110,455	18,177,505	22,382,134	22,829,495	25,558,335	28,462,634	2,904,299	11.4%
Other Operating Revenue	1,171,316	802,741	1,026,211	719,168	1,184,092	1,156,866	697,722	443,872	(253,850)	-36.4%
TOTAL OPERATING REVENUE	13,643,681	16,976,335	19,002,563	20,519,506	23,312,347	26,485,220	26,602,144	26,581,247	(20,897)	-0.1%
OPERATING EXPENSES										
Salaries, Wages & Benefits	6,244,059	6,946,843	8,168,098	10,019,239	10,832,288	11,353,979	11,945,787	11,483,783	(462,004)	-3.9%
Benefits Workers Compensation	67,985	79,412	20,411	52,159	(21,974)	57,133	39,932	41,471	1,539	3.9%
Benefits Medical Insurance	710,972	855,391	879,825	1,392,472	1,611,553	2,010,431	1,914,964	2,174,064	259,100	13.5%
Professional Fees	2,855,022	2,896,265	3,166,792	1,833,834	1,929,061	1,937,910	2,151,039	2,217,360	66,321	3.1%
Supplies	652,247	654,256	599,282	737,500	1,424,289	1,382,419	1,417,262	1,659,982	242,720	17.1%
Purchased Services	798,905	816,760	904,167	831,820	808,851	1,017,653	1,084,789	1,242,179	157,389	14.5%
Other	869,914	1,061,276	1,223,040	1,394,980	1,393,276	1,182,683	1,221,580	1,364,080	142,500	11.7%
TOTAL OPERATING EXPENSE	12,199,104	13,310,202	14,961,616	16,262,004	17,977,345	18,942,208	19,775,352	20,182,918	407,566	2.1%
NET OPERATING REV(EXP) EBIDA	\$ 1,444,577	\$ 3,666,133	\$ 4,040,947	\$ 4,257,502	\$ 5,335,002	\$ 7,543,012	\$ 6,826,791	\$ 6,398,329	\$ (428,463)	-6.3%
NON-OPERATING REVENUE										
Donations	609,998	189,502	1,006,659	605,502	7,217,523	613,421	95,252	3,885,368	3,790,116	3979.0%
Gain/(Loss) on Sale of Equip/Property	-	-	1,000	-	-	-	-	-	-	0.0%
COVID-19 Emergency Funds	3,693,119	(2,714,332)	(806,125)	-	-	-	-	-	-	0.0%
Depreciation	(772,111)	(783,693)	(1,106,589)	(1,335,583)	(1,764,702)	(2,447,246)	(2,449,093)	(2,484,258)	(35,165)	1.4%
Interest Expense	-	-	(23,699)	(19,704)	(16,140)	(18,794)	(18,794)	(23,638)	(4,844)	25.8%
TOTAL NON-OPERATING REVENUE	3,531,006	(3,308,523)	(928,754)	(749,785)	5,436,681	(1,852,619)	(2,372,634)	1,377,473	3,750,107	-158.1%
EXCESS REVENUE(EXPENSE)	\$ 4,975,583	\$ 357,610	\$ 3,112,193	\$ 3,507,717	\$ 10,771,683	\$ 5,690,393	\$ 4,454,157	\$ 7,775,801	\$ 3,321,645	74.6%

INCLINE VILLAGE COMMUNITY HOSPITAL
STATEMENT OF REVENUE AND EXPENSE
FOR THE YEARS ENDED JUNE 30, 2020, 2021, 2022, 2023, 2024 BUDGET 2025, PROJECTED 2025 and BUDGET 2026

	AUDITED FYE 6/30/20	AUDITED FYE 6/30/21	AUDITED FYE 6/30/22	AUDITED FYE 6/30/23	AUDITED FYE 6/30/24	BUDGET FYE 6/30/25	PROJECTED FYE 6/30/25	BUDGET FYE 6/30/26	VARIANCE %
RETURN ON GROSS REVENUE EBIDA	6.2%	13.6%	12.2%	11.2%	12.0%	15.7%	13.3%	11.7%	-1.5%
RETURN ON EQUITY	30.8%	1.7%	14.5%	14.3%	38.4%	14.6%	11.5%	18.0%	6.5%
RETURN ON EQUITY (excluding donations)	27.1%	0.8%	9.8%	11.8%	12.7%	13.1%	11.2%	9.0%	-2.2%
INPATIENT REV AS A % OF GROSS REV	0.2%	0.4%	0.2%	0.1%	0.0%	0.0%	0.0%	0.0%	
OUTPATIENT REV AS A % OF GROSS REV	99.8%	99.6%	99.8%	99.9%	100.0%	100.0%	100.0%	100.0%	
CONTRACTUAL ADJ AS A % OF GROSS REV	36.7%	33.3%	41.2%	43.8%	47.3%	43.9%	47.4%	48.6%	
CHARITY CARE AS A % OF GROSS REV	5.5%	4.7%	3.7%	1.5%	0.3%	2.0%	1.3%	2.0%	
BAD DEBT AS A % OF GROSS REV	5.1%	2.5%	0.4%	2.7%	3.3%	1.5%	2.4%	1.5%	
SALARIES, WAGES & BEN AS A % OF NET REV	45.8%	40.9%	43.0%	48.8%	46.5%	42.9%	44.9%	43.2%	
WORKERS COMP AS A % OF NET REV	0.5%	0.5%	0.1%	0.3%	-0.1%	0.2%	0.2%	0.2%	
MEDICAL INSURANCE AS A % OF NET REV	5.2%	5.0%	4.6%	6.8%	6.9%	7.6%	7.2%	8.2%	
PROFESSIONAL FEES AS A % OF NET REV	20.9%	17.1%	16.7%	8.9%	8.3%	7.3%	8.1%	8.3%	
SUPPLIES AS A % OF NET REV	4.8%	3.9%	3.2%	3.6%	6.1%	5.2%	5.3%	6.2%	
PURCHASED SVCS AS A % OF NET REV	5.9%	4.8%	4.8%	4.1%	3.5%	3.8%	4.1%	4.7%	
OTHER AS A % OF NET REV	6.4%	6.3%	6.4%	6.8%	6.0%	4.5%	4.6%	5.1%	

**TAHOE FOREST HOSPITAL DISTRICT
SEPARATE BUSINESS UNITS
BUDGET FY 2026**

	HOME HEALTH	HOSPICE	CHILDRENS CENTER	OCCUPATIONAL HEALTH	COMMUNITY PHARMACY	TOTAL SEPARATE BUSINESS UNITS
Gross Operating Revenue	\$ 1,344,105	\$ 719,650	\$ 2,530,842	\$ 1,725,062	\$ 10,293,358	\$ 16,613,017
Deduction From Rev	564,659	202,510	-	374,683	1,966,031	3,107,882
Other Operating Revenue	-	-	-	-	-	-
Total Operating Revenue	\$ 779,446	\$ 517,140	\$ 2,530,842	\$ 1,350,379	\$ 8,327,327	13,505,135
Operating Expense:						
Salaries & Benefits	\$ 1,791,921 ¹	\$ 566,816 ¹	\$ 2,147,618	\$ 1,051,624	\$ 2,993,885	\$ 8,551,863
Professional Fees	-	-	-	145,600	13,920	159,520
Supplies	8,019	2,020	28,829	27,248	8,957,980	9,024,096
Purchased Services	37,824	16,540	13,640	97,238	107,320	272,562
Other Expenses	34,898	48,168	26,200	46,518	165,776	321,560
Total Operating Expenses	\$ 1,872,662	\$ 633,544	\$ 2,216,287	\$ 1,368,228	\$ 12,238,881	\$ 18,329,601
Net Operating Rev (Exp)	\$ (1,093,215)	\$ (116,403)	\$ 314,555	\$ (17,849)	\$ (3,911,554)	\$ (4,824,467)
Non - Operating Rev / (Exp)						
Donations	-	9,859	502	-	-	10,361
Thrift Store Net Income	-	277,945	-	-	-	277,945
Employee Benefit - EE Discounts	-	-	(987,024) ²	-	-	(987,024)
Depreciation	(6,598)	(6,498)	(24,045)	(37,822)	(9,291)	(84,254)
Total Non-Operating Rev/(Exp)	(6,598)	281,306	(1,010,567)	(37,822)	(9,291)	(782,972)
Net Income/(Loss)	\$ (1,099,813)	\$ 164,903	\$ (696,012)	\$ (55,671)	\$ (3,920,845)	\$ (5,607,439)
Units	3,400	675	22,000	3,000	105,200	
Gross Revenue/Unit	\$ 395.33	\$ 1,066.15	\$ 115.04	\$ 575.02	\$ 97.85	
Total Operating Expense/Unit	\$ 550.78	\$ 938.58	\$ 100.74	\$ 456.08	\$ 116.34	

Employee Drug Plan

Plan Costs	(5,176,406)
Captured through Retail Rx	1,675,189
Net Plan Costs	(3,501,217)

1. Salaries & Benefits contain a component of Physician Employment in FY 2026

2. The Children's Center provides a 40% discount to employees of the Health System.
This is considered a benefit for our employees.

Net Operating Income	(3,911,554)
Net Employee Drug Plan Cost	(3,501,217)
Net Financial Position	(7,412,771)

**TAHOE FOREST HOSPITAL DISTRICT
TAHOE CENTER FOR HEALTH
BUDGET FY 2026**

	THERAPY SERVICES	FITNESS CENTER & WELLNESS CLASSES	OCCUPATIONAL HEALTH TESTING	CENTER OPERATIONS	TOTAL TCFH
Gross Operating Revenue	\$ 14,225,399	\$ 197,201	\$ 140,000	\$ -	\$ 14,562,600
Deduction From Rev	7,190,431	-	-	-	7,190,431
Other Operating Revenue	11,500	-	-	-	11,500
Total Operating Revenue	\$ 7,046,468	\$ 197,201	\$ 140,000	\$ -	\$ 7,383,669
<u>Operating Expense:</u>					
Salaries & Benefits	\$ 3,566,838	\$ 154,210	\$ 228,773	\$ -	\$ 3,949,821
Professional Fees	1,965,798	94,831	163,643	-	2,224,272
Supplies	119,055	4,707	-	-	123,762
Purchased Services	82,335	69,040	-	37,208	188,583
Other Expenses	93,755	3,801	-	86,544	184,100
Total Operating Expenses	\$ 5,827,781	\$ 326,589	\$ 392,416	\$ 123,752	\$ 6,670,538
Net Operating Rev (Exp)	\$ 1,218,687	\$ (129,388)	\$ (252,416)	\$ (123,752)	\$ 713,131
<u>Non - Operating Rev / (Exp)</u>					
Donations	-	-	-	-	-
Depreciation	(46,149)	-	-	(206,001)	(252,150)
Total Non-Operating Rev/(Exp)	(46,149)	-	-	(206,001)	(252,150)
Net Income/(Loss)	\$ 1,172,538	\$ (129,388)	\$ (252,416)	\$ (329,753)	\$ 460,981
Overhead Allocation Based on Sq Ft	\$ (326,941)	\$ (2,812)	\$ -	\$ 329,753	\$ -
Adjusted Net Income/(Loss)	\$ 845,597	\$ (132,200)	\$ (252,416)	\$ -	\$ 460,981
Units	104,398		-		104,398
Gross Revenue/Unit	\$ 136.26				\$ 136.26
Total Operating Expense/Unit	\$ 55.82				\$ 55.82
Total Op Exp & O.H. Alloc/Unit	\$ 58.95				\$ 58.95

**** Wellness Classes are comprised of Nutrition Consultations, Weight Loss Clinics & Consultations, Smoking Cessation, and Prenatal/Breastfeeding classes.**

**TAHOE FOREST HOSPITAL DISTRICT
CANCER PROGRAM
BUDGET FY 2026**

	MEDICAL ONCOLOGY	MSC MEDICAL ONCOLOGY	RADIATION ONCOLOGY	MSC RADIATION ONCOLOGY	ONCOLOGY LAB	ONCOLOGY DRUGS	PET CT	CANCER CENTER BUILDING	TOTAL CANCER PROGRAM
Gross Operating Revenue	\$ 6,904,231	\$ 2,202,898	\$ 13,509,174	\$ 1,509,656	\$ 995,699	\$ 87,481,888	\$ 4,537,075	\$ -	\$ 117,140,621
Deduction From Rev	4,142,391	1,332,635	8,317,097	914,878	604,110	54,644,516	2,844,246	-	72,799,871
Other Operating Revenue	-	-	-	-	-	-	-	-	-
Total Operating Revenue	\$ 2,761,840	\$ 870,264	\$ 5,192,077	\$ 594,778	\$ 391,589	\$ 32,837,372	\$ 1,692,829	\$ -	\$ 44,340,750
<u>Operating Expense:</u>									
Salaries & Benefits	\$ 6,195,710	\$ 2,122,741	\$ 1,037,082	\$ -	\$ 179,686	\$ -	\$ 74,372	\$ -	\$ 9,609,592
Professional Fees	86,000	-	210,120	805,493	-	-	-	-	1,101,613
Supplies	103,909	288	5,375	-	-	24,014,687	1,869	-	24,126,128
Purchased Services	180,441	-	580,615	-	-	-	203,055	-	964,111
Other Expenses	315,130	23,031	13,278	-	-	-	2,200	-	353,639
Total Operating Expenses	\$ 6,881,190	\$ 2,146,060	\$ 1,846,470	\$ 805,493	\$ 179,686	\$ 24,014,687	\$ 281,496	\$ -	\$ 36,155,083
Net Operating Rev (Exp)	\$ (4,119,350)	\$ (1,275,796)	\$ 3,345,607	\$ (210,715)	\$ 211,903	\$ 8,822,685	\$ 1,411,333	\$ -	\$ 8,185,667
<u>Non - Operating Rev / (Exp)</u>									
Donations	-	-	-	-	-	-	-	179,884	179,884
Depreciation	(87,604)	212	(62,716)	-	-	-	(2,805)	-	(152,913)
Total Non-Operating Rev/(Exp)	(87,604)	212	(62,716)	-	-	-	(2,805)	179,884	26,971
Net Income/(Loss)	\$ (4,206,954)	\$ (1,275,584)	\$ 3,282,891	\$ (210,715)	\$ 211,903	\$ 8,822,685	\$ 1,408,528	\$ 179,884	\$ 8,212,638
Units	11,810	5,400	5,212	730	7,966	7,810	560		39,488
Gross Revenue/Unit	\$ 584.61	\$ 407.94	\$ 2,591.94	\$ 2,068.02	\$ 124.99	\$ 11,201.27	\$ 8,101.92		\$ 2,966.49
Total Operating Expense/Unit	\$ 582.66	\$ 397.42	\$ 354.27	\$ 1,103.42	\$ 22.56	\$ 3,074.86	\$ 502.67		\$ 915.60

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPECIALTY CLINICS
BUDGET FY 2026**

	M.O.B. (SECOND FLOOR)	M.O.B. (THIRD FLOOR)	M.O.B.	CANCER CENTER (SECOND FLOOR)	MT. MEDICAL	T.C.F.H.
	PRIMARY CARE (RHC CLINIC)	PEDIATRICS (RHC CLINIC)	INTERNAL MEDICINE, PULMONOLOGY AND ENDOCRINOLOGY	OB/GYN, GENERAL SURGERY, UROLOGY, NEUROLOGY, AND GASTROENTEROLOGY (RHC CLINIC)	ORTHOPEDICS	SPORTS MEDICINE
Gross Operating Revenue	\$ 12,982,113	\$ 6,249,115	\$ 3,859,619	\$ 11,018,129	\$ 18,186,539	\$ 1,624,376
Deduction From Rev	5,028,136	2,035,645	2,099,452	5,116,079	9,338,430	748,936
Other Operating Revenue	-	-	-	-	-	-
Total Operating Revenue	\$ 7,953,977	\$ 4,213,470	\$ 1,760,167	\$ 5,902,050	\$ 8,848,109	\$ 875,440
Operating Expense:						
Salaries & Benefits	\$ 9,177,604	\$ 4,191,806	\$ 2,568,774	\$ 12,276,419	\$ 9,288,134	\$ 2,070,498
Professional Fees	53,297	3,600	-	225,000	52,000	-
Supplies	92,077	94,267	21,826	88,391	164,772	13,633
Purchased Services	77,640	87,700	26,380	67,399	173,020	32,791
Other Expenses	501,752	465,379	102,221	224,598	455,058	37,727
Total Operating Expenses	\$ 9,902,370	\$ 4,842,752	\$ 2,719,201	\$ 12,881,807	\$ 10,132,984	\$ 2,154,649
Net Operating Rev (Exp)	\$ (1,948,393)	\$ (629,282)	\$ (959,034)	\$ (6,979,757)	\$ (1,284,875)	\$ (1,279,209)
Non - Operating Rev / (Exp)						
Donations	-	-	-	-	-	-
Depreciation	(1,578)	(30,198)	(17,644)	(89,668)	(52,377)	(18,711)
Total Non-Operating Rev/(Exp)	(1,578)	(30,198)	(17,644)	(89,668)	(52,377)	(18,711)
Net Income/(Loss)	\$ (1,949,971)	\$ (659,480)	\$ (976,678)	\$ (7,069,425)	\$ (1,337,252)	\$ (1,297,920)
Units	25,085	13,000	7,700	18,793	14,275	1,800
Gross Revenue/Unit	\$ 517.52	\$ 480.70	\$ 501.25	\$ 586.29	\$ 1,274.01	\$ 902.43
Total Operating Expense/Unit	\$ 394.75	\$ 372.52	\$ 353.14	\$ 685.46	\$ 709.84	\$ 1,197.03

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPECIALTY CLINICS
BUDGET FY 2026**

	MARTIS OUTLOOK	GATEWAY MEDICAL CENTER	PRIMARY CARE/URGENT CARE				IVCH
	AUDIOLOGY/ENT & PLASTICS	CARDIOLOGY AND INTERNAL MEDICINE (RHC CLINIC)	TRUCKEE	TAHOE CITY	OLYMPIC VALLEY	PRIMARY CARE/URGENT CARE SUMMARY	OPHTHALMOLOGY
Gross Operating Revenue	\$ 3,592,220	\$ 4,491,501	\$ 10,913,907	\$ 8,158,569	\$ 3,121,550	\$ 22,194,026	\$ 1,389,306
Deduction From Rev	1,820,129	1,498,571	4,479,370	3,711,768	894,005	9,085,142	719,612
Other Operating Revenue	-	-	-	-	-	-	-
Total Operating Revenue	\$ 1,772,091	\$ 2,992,930	\$ 6,434,537	\$ 4,446,801	\$ 2,227,545	\$ 13,108,884	\$ 669,694
<u>Operating Expense:</u>							
Salaries & Benefits	\$ 2,164,320	\$ 4,498,784	\$ 3,653,747	\$ 3,432,346	\$ 1,090,938	\$ 8,177,031	\$ 1,125,666
Professional Fees	45,136	140,800	-	60,797	53,297	114,094	-
Supplies	104,530	31,206	327,527	168,549	31,314	527,390	13,613
Purchased Services	115,190	57,840	76,035	139,325	38,250	253,610	27,476
Other Expenses	24,008	116,746	140,038	61,577	26,534	228,149	19,285
Total Operating Expenses	\$ 2,453,184	\$ 4,845,376	\$ 4,197,347	\$ 3,862,594	\$ 1,240,333	\$ 9,300,274	\$ 1,186,040
Net Operating Rev (Exp)	\$ (681,093)	\$ (1,852,446)	\$ 2,237,190	\$ 584,207	\$ 987,212	\$ 3,808,610	\$ (516,346)
<u>Non - Operating Rev / (Exp)</u>							
Donations	-	93,375	-	-	-	-	-
Depreciation	(20,409)	(20,485)	(6,321)	(21,953)	(22,680)	(50,954)	(90,134)
Total Non-Operating Rev/(Exp)	(20,409)	72,890	(6,321)	(21,953)	(22,680)	(50,954)	(90,134)
Net Income/(Loss)	\$ (701,502)	\$ (1,779,556)	\$ 2,230,869	\$ 562,254	\$ 964,532	\$ 3,757,656	\$ (606,480)
Units	2,835	8,975	15,000	12,800	2,600	30,400	1,650
Gross Revenue/Unit	\$ 1,267.10	\$ 500.45	\$ 727.59	\$ 637.39	\$ 1,200.60	\$ 730.07	\$ 842.00
Total Operating Expense/Unit	\$ 865.32	\$ 539.87	\$ 279.82	\$ 301.77	\$ 477.05	\$ 305.93	\$ 718.81

**TAHOE FOREST HOSPITAL DISTRICT
MULTI-SPECIALTY CLINICS
BUDGET FY 2026**

	IVCH	IVCH	IVCH			
	WEEKEND WALK-IN CLINIC	ORTHOPEDIC SURGERY	HEALTH CLINIC, INTERNAL MEDICINE/ PEDIATRICS, PRIMARY CARE, AND GASTROENTEROLOGY (RHC CLINIC)	ALL CLINICS SUBTOTAL	ADMINISTRATION AND OVERHEAD	TOTAL CLINICS
Gross Operating Revenue	\$ 510,800	\$ 578,518	\$ 4,424,216	\$ 91,100,478	\$ -	\$ 91,100,478
Deduction From Rev	216,406	261,957	1,290,518	39,259,013	-	39,259,013
Other Operating Revenue	-	-	-	-	-	-
Total Operating Revenue	\$ 294,394	\$ 316,561	\$ 3,133,698	\$ 51,841,465	\$ -	\$ 51,841,465
Operating Expense:						
Salaries & Benefits	\$ 260,656	\$ 240,590	\$ 3,137,208	\$ 59,177,490	\$ 2,741,081	\$ 61,918,571
Professional Fees	-	-	-	633,927	398,500	1,032,427
Supplies	28,074	739	30,951	1,211,469	6,708	1,218,177
Purchased Services	-	-	6,350	925,396	421,247	1,346,643
Other Expenses	2,288	3,347	52,628	2,233,186	276,434	2,509,620
Total Operating Expenses	\$ 291,018	\$ 244,676	\$ 3,227,137	\$ 64,181,468	\$ 3,843,970	\$ 68,025,438
Net Operating Rev (Exp)	\$ 3,376	\$ 71,885	\$ (93,439)	\$ (12,340,003)	\$ (3,843,970)	\$ (16,183,973)
Non - Operating Rev / (Exp)						
Donations	-	-	-	93,375	-	93,375
Depreciation	-	-	(12,336)	(404,494)	(3,078)	(407,572)
Total Non-Operating Rev/(Exp)	-	-	(12,336)	(311,119)	(3,078)	(314,197)
Net Income/(Loss)	\$ 3,376	\$ 71,885	\$ (105,775)	\$ (12,651,122)	\$ (3,847,048)	\$ (16,498,170)
Units	1,100	1,200	9,020	135,833	135,833	135,833
Gross Revenue/Unit	\$ 464.36	\$ 482.10	\$ 490.49	\$ 670.68		\$ 670.68
Total Operating Expense/Unit	\$ 264.56	\$ 203.90	\$ 357.78	\$ 472.50	\$ 28.30	\$ 500.80

**TAHOE FOREST HOSPITAL DISTRICT
WELLNESS NEIGHBORHOOD/COMMUNITY HEALTH PROGRAM
BUDGET FY 2026**

	TOTAL WELLNESS NEIGHBORHOOD/COMMUNITY HEALTH PROGRAM
Gross Operating Revenue	\$ -
Deduction From Rev	-
Other Operating Revenue	-
Total Operating Revenue	\$ -
<u>Operating Expense:</u>	
Salaries & Benefits	\$ 778,731
Professional Fees	-
Supplies	22,646
Purchased Services	583,223
Other Expenses	62,825
Total Operating Expenses	\$ 1,447,425
Net Operating Rev (Exp)	\$ (1,447,425)
<u>Non - Operating Rev / (Exp)</u>	
Property Tax Revenues	1,447,425
Total Non-Operating Rev/(Exp)	1,447,425
Net Income/(Loss)	\$ -
<u>Possible Other Revenue Sources:</u>	
Donations	\$ 698,523
Total Possible Other Revenue Sources	\$ 698,523

Tahoe Forest Hospital District Volumes

The budget process begins with reviewing annual historical volumes as well as the last several years of 12-month historical spreads, noting the highs and lows of each month. From this review process we were able to project volumes for FY 2026 that are in line with FY 2025 projected volumes, however, reflect upward trends in clinic areas and therapy services. We apply the spread of the FY 2026 volumes over the 12 months by averaging the historical monthly spreads to help smooth the seasonality we experience within the Health System.

Acute admissions are budgeted at 1,474, which is 2.2% lower than projected FY 2025. Acute inpatient days for FY 2026 are budgeted at 4,565, which is 4.4% lower than projected FY 2025, but in line with industry trends. We are anticipating our average length of stay to be 3.1 for FY 2026 and our average daily census to be 12.9.

Below are a few areas worth noting:

DEPARTMENT	PROJECTED FY 2025	BUDGET FY 2026	VARIANCE	PERCENT INCREASE/ (DECREASE)
Tahoe Forest Hospital				
Total ICU Days	957	870	(87)	(9.1)%
Total Med/Surg Days	2,647	2,574	(73)	(2.8)%
Total OB Days	1,295	1,271	24	(1.9)%
Total Deliveries	401	385	(16)	(4.0)%
Emergency Department visits	13,920	14,400	480	3.4%
Home Health Visits	3,374	3,400	26	0.8%
Tahoe City Physical Therapy	27,546	28,400	854	3.1%
Surgical Services Minutes	303,208	304,648	1,440	0.5%
Multi-Specialty Clinics				
Otolaryngology (ENT) & Audiology	2,275	2,835	560	24.6%
IM/Pulmonology & Endocrinology	5,749	7,700	1,951	33.9%
2 nd Floor Cancer Center (OB/GYN, GI/GS, Uro/Neuro, Primary Care)	15,918	18,793	2,875	18.1%
Pediatrics	12,251	13,000	749	6.1%
Orthopedics	13,953	14,275	322	2.3%
Primary Care-2 nd Floor MOB	23,514	25,085	1,571	6.7%
Primary Care/Urgent Care-Olympic Valley	2,493	2,600	107	4.3%
Incline Village Community Hospital				
Emergency Visits	3,920	3,950	30	0.8%
Mammography	1,173	1,200	27	2.3%
Ultrasound	1,198	1,217	19	1.6%
TCFH				
Physical, Aquatic, Speech, and Occupational Therapies	99,729	104,398	4,669	4.7%

Tahoe Forest Hospital District Volumes

The following are explanations for the larger variances:

- 1) Emergency Department: Visits have been budgeted higher to account for the increase in trauma level patients we are seeing in the department.
- 2) Tahoe City Physical Therapy: Volumes have been set to account for the completion of the building's elevator repair and the ability to accommodate more patients.
- 3) Multi-Specialty Clinics:
 - a. Otolaryngology/ENT: An increase in volumes was budgeted to capture the addition of Dr. Hoff who joined the practice in December 2024.
 - b. IM/Pulmonology & Endocrinology: An increase in volumes was budgeted to capture the addition of Dr. T Kellogg who will be joining the District in September 2025.
 - c. 2nd Floor Cancer Center Clinic: An increase in volumes was budgeted to capture the addition of Dr. A Kellogg who will be joining the District in August 2025.
 - d. Pediatrics: Volumes were increased to account for a full year of Dr. Eldridge, who joined the practice in August 2024.
 - e. Primary Care-2nd Floor MOB: Volumes were increased to capture Dr. Dhillon's move from the Behavioral Health department to the RHC.
- 4) IVCH Mammography: Volumes were increased slightly for the FY26 year as we continue to see growth in this service line.
- 5) TCFH Physical, Aquatic, Speech, and Occupational Therapies: We increased the budgeted volumes in Physical Therapy-Aquatic to account for a full year of operations and to account for continued growth in our Physical Therapy service line.

DEPARTMENTAL VOLUME TRENDS

		2020	2021	2022	2023	2024	2025	2025	2026	Variance	%
		Actual	Actual	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
16010	ICU										
	<i>ICU - Inpatient Days</i>	273	434	545	200	196	192	175	160	(15)	-8.6%
	<i>ICU - Med/Surg Days</i>	520	401	326	384	452	340	510	450	(60)	-11.8%
	<i>ICU - Stepdown Days</i>	518	696	576	428	351	375	272	260	(12)	-4.4%
	<i>ICU - Swing Days</i>	15	8	85	1	1	0	0	0	0	0.0%
	<i>ICU - Short Stays - Observation</i>	25	33	22	27	59	35	90	92	2	2.2%
	<i>ICU TFHD Summary</i>	1,351	1,572	1,554	1,040	1,059	942	1,047	962	(85)	-8.1%
16170	Med Surg										
	<i>M/S - Inpatient Days</i>	2,816	2,720	2,936	2,499	2,467	2,436	2,498	2,424	(74)	-3.0%
	<i>M/S - Swing Days</i>	316	114	326	286	278	240	149	150	1	0.7%
	<i>M/S 3170- Short Stays-Observation</i>	303	353	336	297	435	275	963	900	(63)	-6.5%
	<i>Med-Surg TFHD Summary</i>	3,435	3,187	3,598	3,082	3,180	2,951	3,610	3,474	(136)	-3.8%
16380	Obstetrics										
	<i>OB/GYN Patient Days</i>	1,083	1,026	1,167	1,356	1,285	1,303	1,293	1,270	(23)	-1.8%
	<i>Med/Surg Days in OB</i>	4	8	4	1	3	3	2	1	(1)	-50.0%
	<i>OB - Swing Days</i>	0	0	0	0	0	0	0	0	0	0.0%
	<i>OB - Short Stays - Observation</i>	8	4	10	5	11	4	12	11	(1)	-8.3%
	<i>OB Days TFHD Summary</i>	1,095	1,038	1,181	1,362	1,299	1,310	1,307	1,282	(25)	-1.9%
16530	Nursery										
	<i>Newborn days</i>	450	546	623	486	493	484	566	573	7	1.2%
16580	Skilled Nursing Facility										
	<i>SNF days</i>	9,902	8,496	7,473	9,422	10,948	10,950	10,953	11,680	727	6.6%
17010	Emergency Room										
	<i>Admits from E/R</i>	714	706	244	10	11	16	13	8	(5)	-38.5%
	<i>E/R Visits - Total Registrations</i>	12,942	12,291	13,700	15,905	14,010	14,400	13,920	14,400	480	3.4%
17085	TFH Health Clinic										
	<i>TFH Health Clinic O/P visits (Combined with 2nd Floor Cancer Center Clinics in 2021)</i>	1,406	0	0	0	0	0	0	0	0	0.0%

DEPARTMENTAL VOLUME TRENDS											
		2020	2021	2022	2023	2024	2025	2025	2026	Variance	%
		Actual	Actual	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17791	TC Occupational Therapy										
	OT - TC O/P Procedures	1,665	2,723	2,680	2,508	1,941	2,100	2,750	2,800	50	1.8%
17773	TC Physical Therapy										
	PT - TC O/P Procedures	28,043	28,094	29,880	28,407	25,758	32,580	27,546	28,400	854	3.1%
17510	Oncology Lab										
	Oncology Lab tests	5,527	6,736	7,161	6,708	7,102	6,982	7,783	7,956	173	2.2%
17290	Home Health										
	Home Health Nursing Units	1,282	1,332	1,892	1,419	1,409	1450	1,423	1434	11	0.8%
	Home Health Aide Units	19	49	145	95	86	107	79	80	1	1.3%
	Home Health Speech Therapy Units	52	57	66	50	59	60	38	38	0	0.0%
	Home Health Occupational Therapy Units	443	574	547	575	612	580	821	827	6	0.7%
	Home Health Social Services Units	143	127	134	22	31	36	56	56	0	0.0%
	Home Health PT Units	867	842	1,006	998	963	965	954	961	7	0.7%
	Home Health - Medicare Visits	2,255	2,501	3,007	2,699	2,758	2,763	2,750	2,771	21	0.8%
	Home Health - MediCal Visits	0	76	279	163	83	141	61	62	1	1.6%
	Home Health - Commercial Visits	394	336	441	239	234	184	505	508	3	0.6%
	Home Health - Self Pay Visits	51	68	55	62	86	92	58	59	1	1.7%
	Home Health Visits TFHD Summary	2,700	2,981	3,782	3,163	3,161	3,180	3,374	3,400	26	0.8%
17310	Hospice										
	Hospice Medicare Visits	985	924	737	884	653	664	496	497	1	0.2%
	Hospice MediCal Visits	38	34	25	47	22	18	48	48	0	0.0%
	Hospice Commercial Visits	146	128	87	100	61	38	123	123	0	0.0%
	Hospice Other Visits	18	2	16	4	1	0	6	6	0	0.0%
	Hospice Medicare Days	3,044	2,348	1,733	2,161	1,178	1,254	829	831	2	0.2%
	Hospice MediCal Days	111	121	25	120	25	34	66	66	0	0.0%
	Hospice Commercial Days	306	231	158	160	70	71	211	212	1	0.5%
	Hospice Other Days	24	0	11	2	0	0	12	12	0	0.0%
	Hospice Days TFHD Summary	3,485	2,700	1,927	2,443	1,273	1,359	1,118	1,121	3	0.3%

DEPARTMENTAL VOLUME TRENDS

		2020	2021	2022	2023	2024	2025	2025	2026	Variance	%
		Actual	Actual	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17400	Labor and Delivery										
	<i>Total Deliveries</i>	304	331	366	375	367	348	401	385	(16)	-4.0%
17420	Surgery										
	<i>OR I/P minutes</i>	42,393	27,438	36,222	27,170	32,760	29,271	36,210	35,553	(657)	-1.8%
	<i>OR O/P minutes</i>	120,028	149,571	146,974	155,438	167,468	167,980	171,428	172,679	1,251	0.7%
	<i>OR I/P Cases</i>	542	371	467	391	457	422	456	440	(16)	-3.5%
	<i>OR O/P Cases</i>	1,812	2,247	2,032	1,998	2,186	2,202	2,474	2,331	(143)	-5.8%
	<i>Surgey Minutes TFHD</i>	162,421	177,009	183,196	182,608	200,228	197,251	207,638	208,232	594	0.3%
	<i>Surgery Cases TFHD</i>	2,354	2,618	2,499	2,389	2,643	2,624	2,930	2,771	(159)	-5.4%
17428	Pain Clinic										
	<i>Pain Center minutes</i>	2,290	1,844	461	0	0	0	0	0	0	0.0%
17427	PAAS										
	<i>I/P Recovery minutes</i>	36,789	25,583	33,121	24,410	20,903	19,899	22,456	22,087	(369)	-1.6%
	<i>O/P Recovery minutes</i>	61,455	78,198	71,940	74,907	75,460	75,184	73,114	74,329	1,215	1.7%
	<i>ASD minutes</i>	262,955	282,634	288,718	281,925	296,591	292,334	303,208	304,648	1,440	0.5%
	<i>Total PAAS Minutes Summary</i>	361,199	386,415	393,779	381,242	392,954	387,417	398,778	401,064	2,286	0.6%
17450	Anesthesia										
	<i>Anesthesia - I/P minutes</i>	48,998	32,993	42,026	33,392	38,502	34,457	42,143	40,906	(1,237)	-2.9%
	<i>Anesthesia - O/P minutes</i>	112,235	138,253	137,144	146,514	153,520	154,649	159,784	161,531	1,747	1.1%
	<i>Anesthesia - Elsewhere minutes</i>	1,316	1,907	1,377	1,449	2,114	1,775	1,559	1,235	(324)	-20.8%
	<i>Anesthesia - G/I I/P Minutes</i>	3,297	3,174	3,321	1,046	920	961	2,245	2,224	(21)	-0.9%
	<i>Anesthesia - G/I O/P Minutes</i>	20,592	28,342	35,330	28,274	42,055	63,341	42,997	42,591	(406)	-0.9%
	<i>Anesthesia TFHD Summary</i>	186,438	204,669	219,198	210,675	237,111	255,183	248,728	248,487	(241)	-0.1%

DEPARTMENTAL VOLUME TRENDS

		2020	2021	2022	2023	2024	2025	2025	2026	Variance	%
		Actual	Actual	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17500	Laboratory										
	<i>Lab - TFH I/P Tests</i>	32,023	37,314	33,645	29,121	28,389	28,599	27,989	27,843	(146)	-0.5%
	<i>Lab - TFH O/P Tests</i>	124,433	151,166	137,561	123,521	165,563	163,342	174,575	175,845	1,270	0.7%
	<i>Lab - MOB O/P Tests - 8664</i>	440	535	0	0	0	0	0	0	0	0.0%
	<i>Lab - Tahoe City O/P Tests - 7875</i>	118	215	76	43	63	60	248	340	92	37.1%
	<i>Lab - Incline Village O/P Tests</i>	6,421	12,172	14,634	12,607	4,294	12,720	14,390	14,427	37	0.3%
	<i>Lab - Send Outs IP</i>	2,986	3,064	2,988	2,925	2,768	2,711	3,204	3,294	90	2.8%
	<i>Lab - Send Outs OP</i>	19,245	26,414	21,511	23,335	26,797	26,700	27,587	28,150	563	2.0%
	<i>Laboratory TFHD Summary</i>	185,666	230,880	210,415	191,552	227,874	234,132	247,993	249,899	1,906	0.8%
17540	Blood Bank										
	<i>Total Blood Units</i>	636	724	742	486	389	374	399	410	11	2.8%
17590	EKG										
	<i>EKG - I/P Procedures</i>	496	459	446	393	505	479	450	397	(53)	-11.8%
	<i>EKG - O/P Procedures</i>	2,895	3,146	2,901	3,371	3,210	3,164	3,123	3,078	(45)	-1.4%
	<i>EKG TFHD Summary</i>	3,391	3,605	3,347	3,764	3,715	3,643	3,573	3,475	(98)	-2.7%
17593	Cardiac Rehab										
	<i>Cardiac Rehab - Phase II</i>	1,845	1,582	1,823	1,773	2,460	2,520	2,090	2,100	10	0.5%
17630	Diagnostic Imaging										
	<i>Diagnostic Imaging - I/P Exams</i>	1,653	1,439	1,439	1,161	1,384	1,397	1,342	1,323	(19)	-1.4%
	<i>Diagnostic Imaging - O/P Exams</i>	8,519	9,078	10,415	5,011	5,701	5,520	5,794	5,800	6	0.1%
	<i>Vascular I/P Exams</i>	247	234	209	239	205	180	182	179	(3)	-1.6%
	<i>Vascular O/P Exams</i>	1,875	2,382	2,268	2,449	1,419	2,420	1,263	1,271	8	0.6%
	<i>Diagnostic Inaging TFHD Summary</i>	10,172	10,517	11,854	6,172	7,085	6,917	7,136	7,123	(13)	-0.2%
	<i>Vascular Image TFHD Summary</i>	2,122	2,616	2,477	2,688	1,624	2,600	1,445	1,450	5	0.3%
17632	Womens Imaging Center										
	<i>Mammography Exams</i>	4,486	5,387	5,993	6,329	6,196	6,480	5,921	6,200	279	4.7%

DEPARTMENTAL VOLUME TRENDS										
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Projected	2026 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17633 MOB Diagnostic Imaging										
MOB O/P Exams - Xrays -17633	931	1,312	0	0	0	0	0	0	0	0.0%
17641 Oncology										
Oncology Procedures	8,465	9,639	11,377	10,449	11,465	11,443	11,773	11,810	37	0.3%
17642 Radiation Oncology										
Radiation Oncology Procedures	7,782	6,902	5,858	5,853	5,177	5,700	5,173	5,212	39	0.8%
17650 Nuclear Medicine										
Nuclear Med - I/P Exams	38	33	26	15	7	8	4	4	0	0.0%
Nuclear Med - O/P Exams	340	384	367	351	364	384	360	365	5	1.4%
Nuc Med TFHD Summary	378	417	393	366	371	392	364	369	5	1.4%
17660 MRI										
MRI - I/P Exams	99	87	92	67	65	66	98	110	12	12.2%
MRI - O/P Exams	2,237	2,687	2,751	2,479	3,577	3,300	3,722	3,800	78	2.1%
MRI TFHD Summary	2,336	2,774	2,843	2,546	3,642	3,366	3,820	3,910	90	2.4%
17670 Ultrasound										
Ultrasound - I/P Exams	484	214	214	190	184	200	191	187	(4)	-2.1%
Ultrasound - O/P Exams	973	1,255	1,270	1,280	3,162	1,410	2,532	2,547	15	0.6%
Ultrasound TFHD Summary	1,457	1,469	1,484	1,470	3,346	1,610	2,723	2,734	11	0.4%
17672 Briner Ultrasound										
Breast Ultrasound Exams	2,054	2,216	2,392	2,267	2,298	2,255	2,267	2,222	(45)	-2.0%
17680 CT										
CT - I/P Exams	583	679	660	683	689	743	655	696	41	6.3%
CT - O/P Exams	4,982	6,379	7,183	7,890	8,703	8,600	8,826	8,768	(58)	-0.7%
Cat Scan TFHD Summary	5,565	7,058	7,843	8,573	9,392	9,343	9,481	9,464	(17)	-0.2%

DEPARTMENTAL VOLUME TRENDS

		2020	2021	2022	2023	2024	2025	2025	2026	Variance	%
		Actual	Actual	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
17685	PET CT										
	<i>PET CT - I/P Exams</i>	2	5	4	4	2	0	1	0	(1)	-100.0%
	<i>PET CT - O/P Exams</i>	278	370	403	418	485	480	548	560	12	2.2%
	<i>PET Cat Scan TFHD Summary</i>	280	375	407	422	487	480	549	560	11	2.0%
17631	Vascular Imaging										
	<i>Vascular I/P Exams</i>	247	234	209	239	205	180	182	179	(3)	-1.6%
	<i>Vascular O/P Exams</i>	1,875	2,382	2,268	2,449	1,419	2,420	1,263	1,271	8	0.6%
	<i>Vascular Image TFHD Summary</i>	2,122	2,616	2,477	2,688	1,624	2,600	1,445	1,450	5	0.3%
17710	Pharmacy										
	<i>Pharmacy - I/P units</i>	100,434	94,296	103,158	85,939	86,105	83,423	84,603	81,535	(3,068)	-3.6%
	<i>Pharmacy - O/P units</i>	99,386	112,836	110,437	116,528	131,456	131,657	138,201	141,796	3,595	2.6%
	<i>Pharmacy TFHD Summary</i>	199,820	207,132	213,595	202,467	217,561	215,080	222,804	223,331	527	0.2%
17711	Oncology Drugs Sold to Patients										
	<i>Oncology Pharmacy Units</i>	5,944	6,806	7,809	6,799	7,145	7,252	7,627	7,810	183	2.4%
17720	Respiratory Therapy										
	<i>RT - I/P Procedures (formerly: Minutes)</i>	9,103	7,915	9,049	8,057	7,795	7,117	8,181	7,886	(295)	-3.6%
	<i>RT - O/P Procedures (formerly Minutes)</i>	3,779	3,912	3,874	4,553	5,215	4,740	4,530	4,517	(13)	-0.3%
	<i>RT TFHD Summary</i>	12,882	11,827	12,923	12,610	13,010	11,857	12,711	12,403	(308)	-2.4%
17730	Pulmonary Function										
	<i>Pulmonary - I/P Procedures</i>	1,345	791	1,306	1,405	1,569	1,440	1,792	1,728	(64)	-3.6%
	<i>Pulmonary - O/P Procedures</i>	637	1,017	1,368	1,692	1,530	1,467	1,537	1,533	(4)	-0.3%
	<i>Pulmonary TFHD Summary</i>	1,982	1,808	2,674	3,097	3,099	2,907	3,329	3,261	(68)	-2.0%

DEPARTMENTAL VOLUME TRENDS										
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Projected	2026 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17760 Gastro-Intestinal Services										
Gastro/Int OR I/P Minutes	1,004	1,406	1,394	243	1,145	333	2,805	2,779	(26)	-0.9%
Gastro/Int OR O/P Minutes	22,037	26,145	29,168	22,752	55,750	41,763	52,015	51,524	(491)	-0.9%
Gastro/Int I/P Recovery Minutes	1,100	571	551	346	233	318	616	610	(6)	-1.0%
Gastro/Int O/P Recovery Minutes	753	618	439	167	213	366	268	265	(3)	-1.1%
Gastro/Int OR I/P Cases	88	84	74	33	38	35	60	59	(1)	-1.7%
Gastro/Int OR O/P Cases	1,393	1,590	1,823	1,886	2,311	3,629	2,006	1,987	(19)	-0.9%
Gastro/Int Total Minutes Summary	24,894	28,740	33,449	23,508	57,341	42,780	55,704	55,178	(526)	-0.9%
Total Gastro/Int Total Cases Summary	1,481	1,674	1,897	1,919	2,349	3,664	2,066	2,046	(20)	-1.0%
17770 Physical Therapy										
PT - TK I/P Procedures	8,023	7,602	8,861	8,135	8,007	9,306	9,741	10,115	374	3.8%
17780 Speech Therapy										
ST - I/P Procedures	299	247	58	51	118	100	100	101	1	1.0%
17790 Occupational Therapy										
OT - I/P Procedures	4,255	4,834	4,585	4,911	5,394	5,101	5,476	5,737	261	4.8%
18340 Dietary										
Patient Meals	51,953	48,053	46,004	49,670	53,969	49,621	54,578	54,839	261	0.5%
Pantries	14,375	10,865	11,286	12,337	14,901	13,893	15,024	14,786	(238)	-1.6%
Non-Patient Meals	186,340	64,849	195,583	248,018	280,101	278,100	295,986	300,400	4,414	1.5%
Dietary TFHD Summary	252,668	123,767	252,873	310,025	348,971	341,614	365,588	370,025	4,437	1.2%
18350 Laundry & Linen										
Pounds	330,922	319,303	336,112	309,272	346,991	306,650	344,881	374,500	29,619	8.6%
19530 Child Care Center										
Child Care Days	19,257	20,589	21,779	22,340	22,556	25,403	21,766	22,000	234	1.1%
18560 Admitting & Communication										
Registrations	223,752	302,153	340,336	279,449	290,964	289,400	304,268	319,480	15,212	5.0%

DEPARTMENTAL VOLUME TRENDS

	2020	2021	2022	2023	2024	2025	2025	2026	Variance	%
	Actual	Actual	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
18590 Financial Administration										
Acute Admissions	1,580	1,776	1,479	1,504	1,554	1,507	1,507	1,474	(33)	-2.2%
Swing Admissions	45	20	32	37	27	20	23	26	3	13.0%
Acute Patient Days	5,214	5,285	5,554	4,868	4,754	4,649	4,777	4,565	(212)	-4.4%
Swing Days	331	122	411	287	279	240	149	150	1	0.7%
Adjusted Patient Days	23,847	29,037	32,432	32,924	35,765	36,328	36,898	34,404	(2,494)	-6.8%
ICU Average Daily Census	4	4	4	3	3	2	3	2	(0)	-9.1%
OB/GYN Average Daily Census	3	3	3	4	4	4	4	3	(0)	-1.9%
Medical / Surgical - Acute - ADC	8	7	8	7	7	7	7	7	(0)	-3.0%
Medical / Surgical - Swing - ADC	1	0	1	1	1	1	0	0	0	0.7%
Acute Discharges	1,580	1,776	1,479	1,504	1,554	1,507	1,507	1,474	(33)	-2.2%
Swing Discharges	45	20	32	37	27	20	23	26	3	13.0%
Avg Length of Stay	3	3	4	3	3	3	3	3	(0)	-2.3%
Total Admissions TFHD	1,625	1,796	1,511	1,541	1,581	1,527	1,530	1,500	(30)	-2.0%
Total Discharges TFHD	1,625	1,796	1,511	1,541	1,581	1,527	1,530	1,500	(30)	-2.0%
18660 Occ Health										
Occupational Health Visits - 18660	3,001	2,402	2,406	2,557	2,829	2,820	2,982	3,000	18	0.6%
17516 Lab Draw Occ Health										
Lab Draw Test - OH - 18864	440	535	1,742	813	825	780	785	780	(5)	-0.6%
17073 Otolaryngology (ENT) Clinic										
Watson, Hoff, Silver State Hearing	1,940	1,801	1,658	1,515	760	1,764	2,275	2,835	560	24.6%
17078 General Surgery Clinic										
Cooper, Hunt	1,501	1,119	2,305	1,138	1,275	1,298	1,260	1,323	63	5.0%
17090 I/M Pulmonology Clinic										
Tirdel, T Kellogg	3,286	3,544	3,110	2,549	2,809	3,150	3,218	5,150	1,932	60.0%
17079 Cardiology/Family Practice Clinic										
Carrea, Scholnick	3,801	5,949	7,843	5,786	3,642	6,817	5,760	5,625	(135)	-2.3%

DEPARTMENTAL VOLUME TRENDS											
		2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Projected	2026 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17080	Hematology/Oncology Clinic <i>Koppel, Reichert, Semrad</i>	4,684	4,329	4,595	4,707	5,025	4,800	5,410	5,400	(10)	-0.2%
17088	Internal Medicine Clinic <i>N Jernick, Pfent, Johansen</i>	7,525	4,401	4,009	3,369	5,271	2,255	3,553	3,350	(203)	-5.7%
17081	Radiation Oncology Clinic <i>Tay, Shuff, Legarza</i>	397	484	585	672	697	720	738	730	(8)	-1.1%
17082	Urology Clinic <i>Wainstein</i>	2,049	2,101	964	2,488	3,267	3,339	3,204	3,364	160	5.0%
17096	Gastroenterology Clinic <i>Nachiondo, Singh, Collom</i>	1,613	2,373	2,259	3,128	3,147	3,566	3,243	3,944	701	21.6%
17077	Pediatrics Clinic <i>Eldridge, Fiamengo, Koppinger, Uglum, Vayner, Wicks</i>	9,536	8,794	10,081	11,551	11,795	12,348	12,251	13,000	749	6.1%
17075	Women's (OB/GYN) Clinic <i>Coll, Fletcher, Howard, Streit, Taylor, Bevan, Kellogg</i>	A 9,010	6,450	5,455	5,611	6,281	6,111	6,927	8,814	1,887	27.2%
17801	Audiology Clinic <i>Silverstate Hearing Now Included in 17073</i>	638	303	0	0	0	0	0	0	0	0.0%
17086	Sports Medicine Clinic <i>Winans, Rezak</i>	1,856	1,919	2,300	2,169	2,308	1,800	1,910	1,800	(110)	-5.8%
17087	Orthopdedics Clinic <i>Dodd, Hagen, Jernick, Ringnes</i>	11,161	12,657	12,888	13,772	14,669	15,624	13,953	14,275	322	2.3%
17089	Neurology Clinic <i>Mwero , Kreiss</i>	747	1,117	1,359	1,269	1,244	1,310	1,284	1,348	64	5.0%

		DEPARTMENTAL VOLUME TRENDS									
		2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Projected	2026 Budget	Variance Inc/(Dec)	% Inc/(Dec)
17083	Urgent Care-Truckee <i>Krause, Jensen, Pfent, Samelson, Lemak, Barta, Plumb</i>	0	0	0	8,116	14,739	15,120	15,000	15,000	0	0.0%
17092	Primary Care-Truckee <i>Barta, Cohen, M Hagen, Jensen, Kim, Pfent, Stoll, Sutton-Pado, Ulland, Samelson, Chandrasekaran, Ruggiero, Dhillon, Mendoza, Paul</i>	3,180	13,448	14,840	17,175	20,162	20,034	23,514	25,085	1,571	6.7%
17093	Primary Care/Urgent Care-Tahoe City <i>Hays, Pfent, Schousen, Barta, Jensen, Krause, Plumb, Samelson, Lemak, Paul</i>	2,167	8,915	8,887	8,832	9,073	8,064	12,702	12,800	98	0.8%
17094	Primary Care/Urgent Care-Olympic Valley <i>Paul, Jensen, Pfent, Barta, Krause, Plumb, Samelson, Lemak</i>	266	3,187	4,232	3,642	3,187	3,465	2,493	2,600	107	4.3%
17097	Endocrinology Clinic <i>Semrad</i>	708	1,537	1,976	2,397	2,472	2,646	2,531	2,550	19	0.8%
17315	Palliative Care Clinic <i>N Jernick</i>	402	547	635	870	1,037	1,020	895	875	(20)	-2.2%
17830	Behavioral Health Clinic <i>Lavin</i>	547	980	0	457	1,089	1,200	1,867	1,450	(417)	-22.3%
18777	Respiratory Illness Clinic <i>COVID-19 Testing</i>	1,124	2,135	0	0	0	0	0	0	0	0.0%
19550	Retail Pharmacy <i>Prescriptions</i>	35,104	36,569	51,201	76,116	90,005	96,679	102,922	105,200	2,278	2.2%

DEPARTMENTAL VOLUME TRENDS											
		2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Projected	2026 Budget	Variance Inc/(Dec)	% Inc/(Dec)
26170	Med-Surg										
	Inpatient Days	2	12	3	2	1	0	0	0	0	0.0%
	Observation Days	10	7	7	9	4	6	10	10	0	0.0%
	Med Surg Days IVCH Summary	12	19	10	11	5	6	10	10	0	0.0%
27010	Emergency Room										
	Total Emergency Visits	3,373	3,193	3,777	3,926	3,927	3,960	3,920	3,950	30	0.8%
27074	Ophthalmology										
	Conway & Koppinger Visits	0	46	1,238	1,347	1,291	1,260	1,651	1,650	(1)	-0.1%
27083	Weekend Walk-In Clinic										
	Lemak Visits	0	0	0	0	0	0	1,053	1,100	47	4.5%
27084	Primary Care Clinic										
	Koch Visits Now Included in 27085	2,861	1,569	0	0	0	0	0	0	0	0.0%
27085	IVCH Health Clinic										
	Clyde, Koch, Ferrera-Baumann, Nachiondo, Vayner, Scholnick, Mwero Visits	5,510	5,358	7,326	7,903	7,464	8,618	8,485	8,550	65	0.8%
27100	IVCH Orthopedics	0	0	0	0	1414	1381	1589	1200	(389)	-24.5%
	Jernick Visits										
27830	IVCH Behavioral Health										
	Glass Visits	0	120	491	553	609	580	437	470	33	7.6%

DEPARTMENTAL VOLUME TRENDS										
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Projected	2026 Budget	Variance Inc/(Dec)	% Inc/(Dec)
27420 Surgery										
<i>OR IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Minutes</i>	5,197	4,333	4,280	4,026	9,697	11,685	13,455	13,650	195	1.4%
<i>OR IP Cases</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>OR OP Cases</i>	58	54	57	87	296	360	276	280	4	1.4%
<i>Surgery Cases IVCH Summary</i>	58	54	57	87	296	360	276	280	4	1.4%
<i>Surgery Minutes IVCH Summary</i>	5,197	4,333	4,280	4,026	9,697	11,685	13,455	13,650	195	1.4%
27429 SPD										
<i>Surgery Cases IVCH Summary</i>	58	54	57	87	296	360	276	280	4	1.4%
27427 PAAS										
<i>PACU IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>PACU OP Minutes</i>	1,594	1,433	923	188	104	207	129	116	(13)	-10.1%
<i>Total ASD Minutes</i>	11,894	9,928	9,295	7,967	18,894	23,102	26,932	28,112	1,180	4.4%
<i>PAAS IVCH Summary</i>	13,488	11,361	10,218	8,155	18,998	23,309	27,061	28,228	1,167	4.3%
27450 Anesthesia										
<i>Anesthesia IP Minutes</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Anesthesia OP Minutes</i>	5,103	4,162	4,092	3,753	9,093	11,210	13,348	14,346	998	7.5%
<i>Anesthesia Minutes IVCH Summary</i>	5,103	4,162	4,092	3,753	9,093	11,210	13,348	14,346	998	7.5%
27470 Med Supplies sold to Patients										
<i>Total Emergency Visits</i>	3,373	3,193	3,777	3,926	3,927	3,960	3,920	3,950	30	0.8%
27500 Lab										
<i>Lab - Inpatient Billable Tests</i>	23	55	43	11	7	0	0	0	0	0.0%
<i>Lab - Outpatient Billable Tests</i>	25,120	30,222	32,561	38,823	39,565	30,180	32,578	32,900	322	1.0%
<i>EKG</i>	620	633	654	796	844	896	848	879	31	3.7%
<i>Reference Lab</i>	1,930	5,146	5,646	4,271	4,202	4,200	4,202	4,194	(8)	-0.2%
<i>Blood</i>	0	0	0	0	0	0	0	0	0	0.0%
<i>Laboratory IVCH Summary</i>	27,693	36,056	38,904	43,901	44,618	35,276	37,628	37,973	345	0.9%

DEPARTMENTAL VOLUME TRENDS											
		2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Projected	2026 Budget	Variance Inc/(Dec)	% Inc/(Dec)
27590	EKG										
	EKG	620	633	654	796	844	896	848	879	31	3.7%
27630	Diagnostic Imaging										
	Radiology - I/P Exams	3	3	2	1	0	0	0	0	0	0.0%
	Radiology - O/P Exams (Inc. Mammo Thru FY23)	868	992	1,031	1,238	1,348	1,260	1,523	1,525	2	0.1%
	Radiology - ER Exams	1,492	1,574	1,615	1,631	1,520	1,474	1,445	1,496	51	3.5%
	Diagnostic Imaging IVCH Summary	2,363	2,569	2,648	2,870	2,868	2,734	2,968	3,021	53	1.8%
27632	Mammography										
	Mammography - O/P Exams	0	0	0	0	94	360	1,173	1,200	27	2.3%
27670	Ultrasound										
	Ultrasound - O/P Exams	0	49	722	832	1164	1217	1224	1211	(13)	-1.1%
27680	Cat Scan										
	CT - I/P Exams	2	3	1	0	0	0	0	0	0	0.0%
	CT - O/P Exams	185	352	308	351	432	444	454	450	(4)	-0.9%
	CT - ER Exams	648	670	836	1,013	1,094	1,046	1,196	1,200	4	0.3%
	CT IVCH Summary	835	1,025	1,145	1,364	1,526	1,490	1,650	1,650	0	0.0%
27710	Drugs Sold to Patients										
	Pharmacy - I/P Units	55	137	62	51	20	0	0	0	0	0.0%
	Pharmacy - O/P Units	11,221	11,297	12,467	12,732	13,537	14,278	15,568	16,004	436	2.8%
	Pharmacy IVCH Summary	11,276	11,434	12,529	12,783	13,557	14,278	15,568	16,004	436	2.8%
27720	Respiratory Therapy										
	RT - I/P Procedures	6	9	2	1	0	0	0	0	0	0.0%
	RT - O/P Procedures	629	538	607	283	80	105	35	34	(1)	-2.9%
	RT IVCH Summary	635	547	609	284	80	105	35	34	(1)	-2.9%

DEPARTMENTAL VOLUME TRENDS										
	2020 Actual	2021 Actual	2022 Actual	2023 Actual	2024 Actual	2025 Budget	2025 Projected	2026 Budget	Variance Inc/(Dec)	% Inc/(Dec)
27760 Gastroenterology										
Gastroeneterology - I/P Procedures	0	0	0	0	0	0	0	0	0	0.0%
Gastroenterology - O/P Procedures	0	0	0	0	0	0	1089	1100	11	1.0%
Gastroenterology IVCH Summary	0	0	0	0	0	0	1,089	1,100	11	1.0%
27770 Physical Therapy										
PT - Procedures	26,235	30,842	30,319	31,269	34,342	34,800	34,623	34,600	(23)	-0.1%
27780 Speech Therapy										
ST - Procedures	177	130	52	201	215	360	79	90	11	13.9%
27790 Occupational Therapy										
OT - Procedures	1,574	2,139	1,863	2,196	2,981	2,580	3,453	3,450	(3)	-0.1%
27874 Sleep Clinic										
Sleep Clinic Visits	51	32	0	0	0	0	0	0	0	0.0%
28340 Dietary										
Patient Meals	834	874	1,189	1,201	1,181	1,151	1,235	1,248	13	1.1%
Pantry	2,457	2,064	988	1,116	1,613	883	1,775	1,881	106	6.0%
Dietary IVCH Summary	3,291	2,938	2,177	2,317	2,794	2,034	3,010	3,129	119	4.0%
28560 Admitting										
Registrations	27,818	35,384	46,142	32,143	34,226	37,742	38,298	40,200	1,902	5.0%
28610 Administration										
Acute Admissions	1	7	2	1	1	0	0	0	0	0.0%
57770 Physical Therapy										
PT - TK O/P Procedures	55,060	65,037	67,083	75,631	89,024	84,240	79,464	82,898	3,434	4.3%
57771 Aquatic Therapy										
PT - Aquatic & PT/OT Group Aquatic	2,535	3,700	4,234	4,759	4,997	5,100	3,980	5,000	1,020	25.6%

		DEPARTMENTAL VOLUME TRENDS									
		2020	2021	2022	2023	2024	2025	2025	2026	Variance	%
		Actual	Actual	Actual	Actual	Actual	Budget	Projected	Budget	Inc/(Dec)	Inc/(Dec)
57780	Speech Therapy										
	ST - O/P Procedures	775	1,613	1,662	1,940	1,790	1,800	1,782	1,800	18	1.0%
57790	Occupational Therapy										
	OT - O/P Procedures	8,067	10,886	12,689	14,599	15,639	16,507	14,503	14,700	197	1.4%
58660	Occupational Health Testing										
	TCFH - Occupational Hlth Testing	1,880	1,262	987	415	1,285	1,200	1,150	1,200	50	4.3%
58771	Fitness Center										
	TCFH - Memberships	919	730	101	0	0	0	0	0	0	0.0%
58775	HP Fitness/Wellness/Massage										
	TCFH - Fitness/Weight/Nutrition/Other	3,009	1,956	2,977	3,098	2,236	3,050	11,160	12,000	840	7.5%

Tahoe Forest Hospital District Gross Revenue - Payor Mix

We incorporated an overall **5% rate increase effective August 1, 2025**. However, of this 5% increase, the District will only realize approximately 2.5% of the 5% in net revenue due to how we are reimbursed from Medicare and Medi-Cal, our contractual arrangements with insurance plans, charity care, and bad debt.

We are **projecting our budgeted gross revenue for FY 2026 to be \$765.4 million**. This is a \$35.3 million increase to our gross revenue when compared to Projected FY 2025. FY 2026 gross revenue is 12.7% Inpatient and 87.3% Outpatient

Budgeted EBIDA for FY 2026 is \$27.6 million, representing a \$9.9 million decrease from Projected FY 2025. This net decrease is reflective of an increase in Net Patient Revenues, increases in Salaries, Wages & Benefits, Professional Fees, Supplies, Purchased Services, and Other Expenses. A budgeted rate increase in August 2025 is needed to help offset these budgeted cost increases, inflation, and payor reimbursement. Return on Gross Revenue **EBIDA is 3.6%**, projecting 1.5% lower than Projected FY 2025.

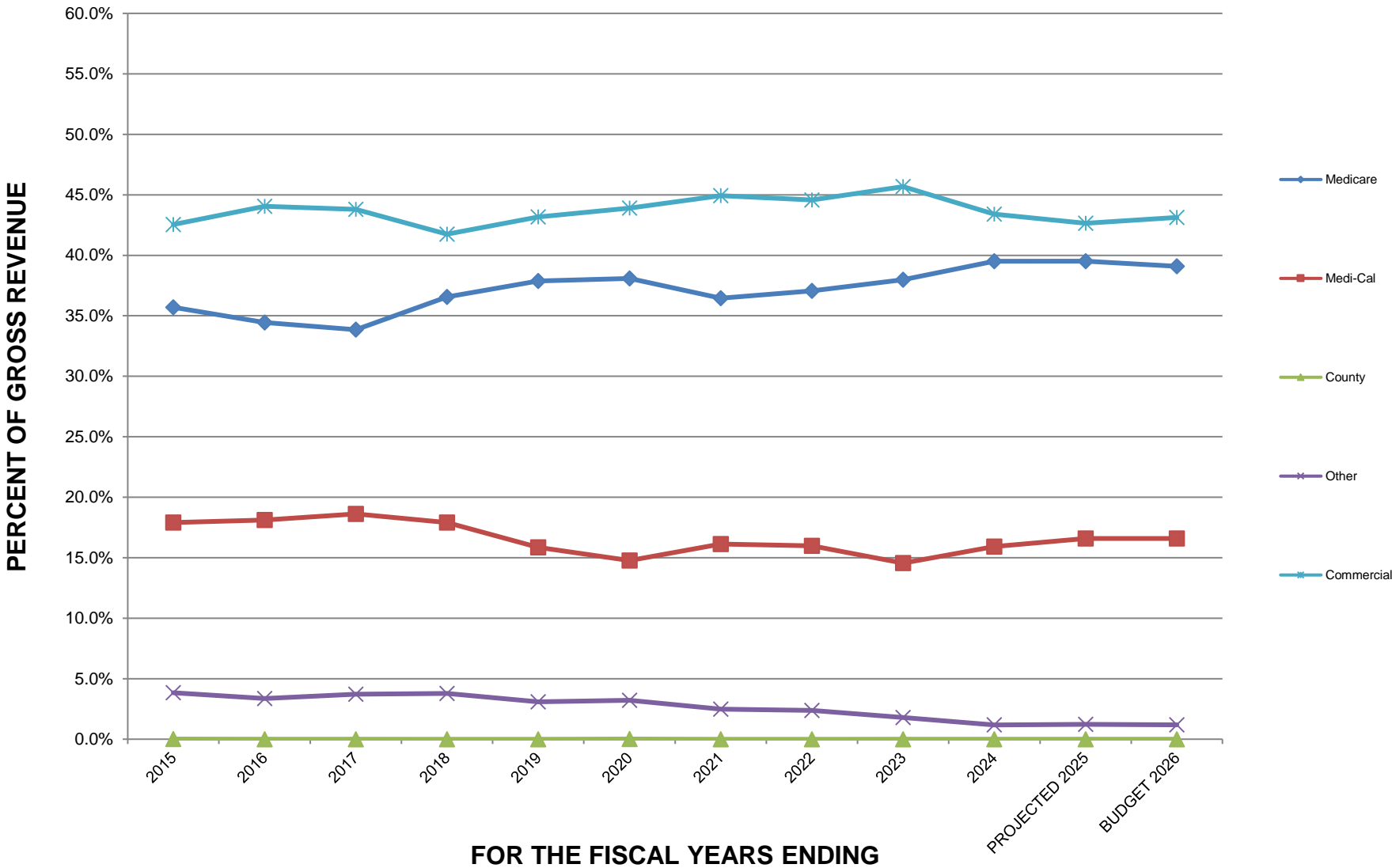
Budgeted Net Income/(Loss) for FY 2026 is a profit of \$24.0 million, a decrease of \$12.7 million from Projected FY 2025. The decrease is related to an increase in Operating Expenses, decreases in Gain/(Loss) on Joint Venture and Unrealized Market Investments, a decrease in Interest Income and increases to our Depreciation Expense brought on by anticipated capital equipment, potential building and land acquisitions, and completion of construction projects.

Return on Equity is estimated to be 7.0%, a decrease of 5.0% from the Projected FY 2025 Return on Equity. This decrease is due to the budgeted lower Net Income combined with a lower Net Asset (Fund) Balance.

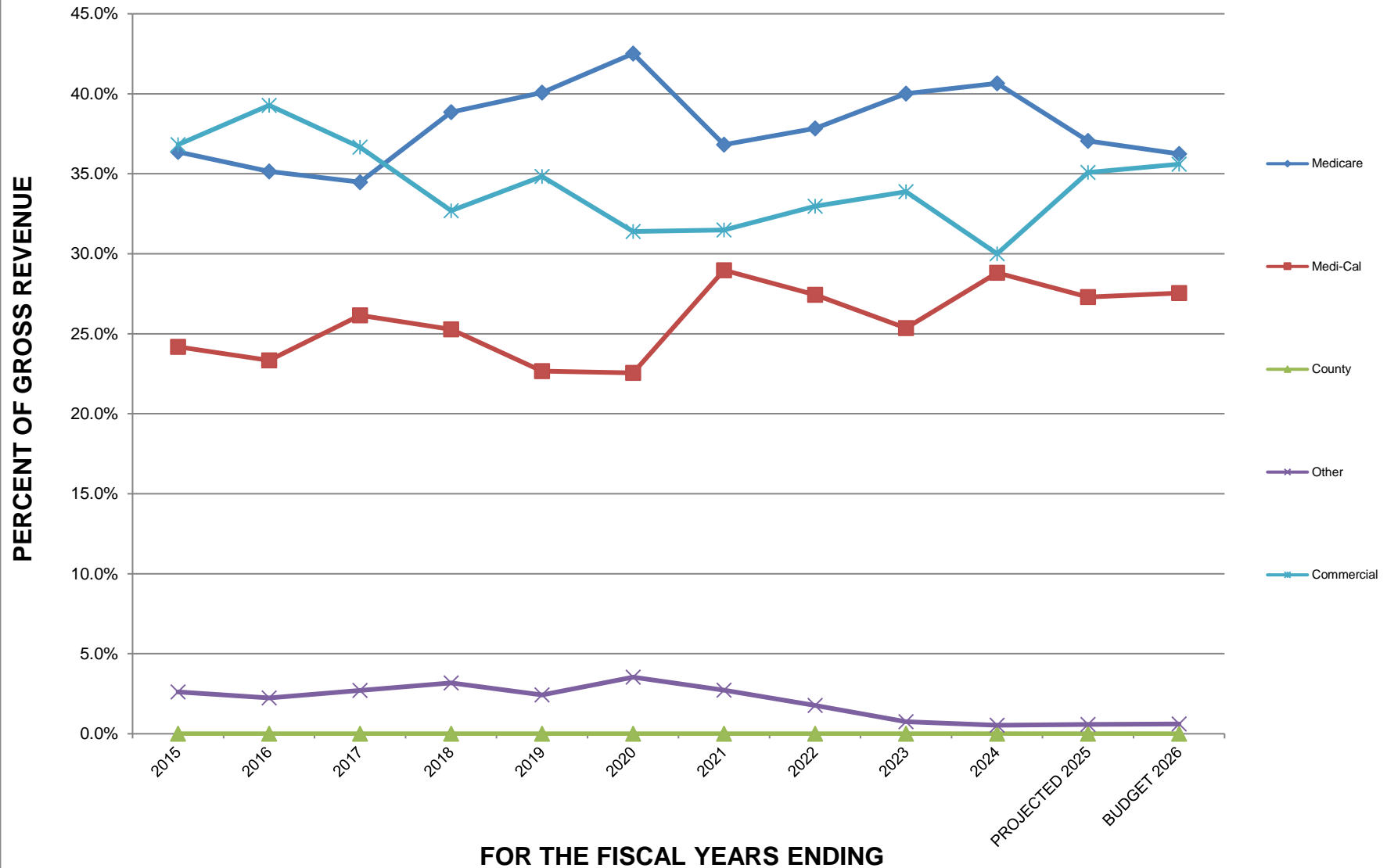
Total Gross Revenue **Payor Mix** for the FY 2026 budget reflects comparable trending that we witnessed in FY 2025. We made marginal adjustments to our Medicare, Medi-Cal, and Commercial percentages. See table below.

Payor Mix	Budget FY 2026	Projected FY 2025
Medicare	39.1%	39.5%
Medi-Cal	16.6%	16.6%
County	0.0%	0.0%
Other	1.2%	1.2%
Commercial	43.1%	42.7%

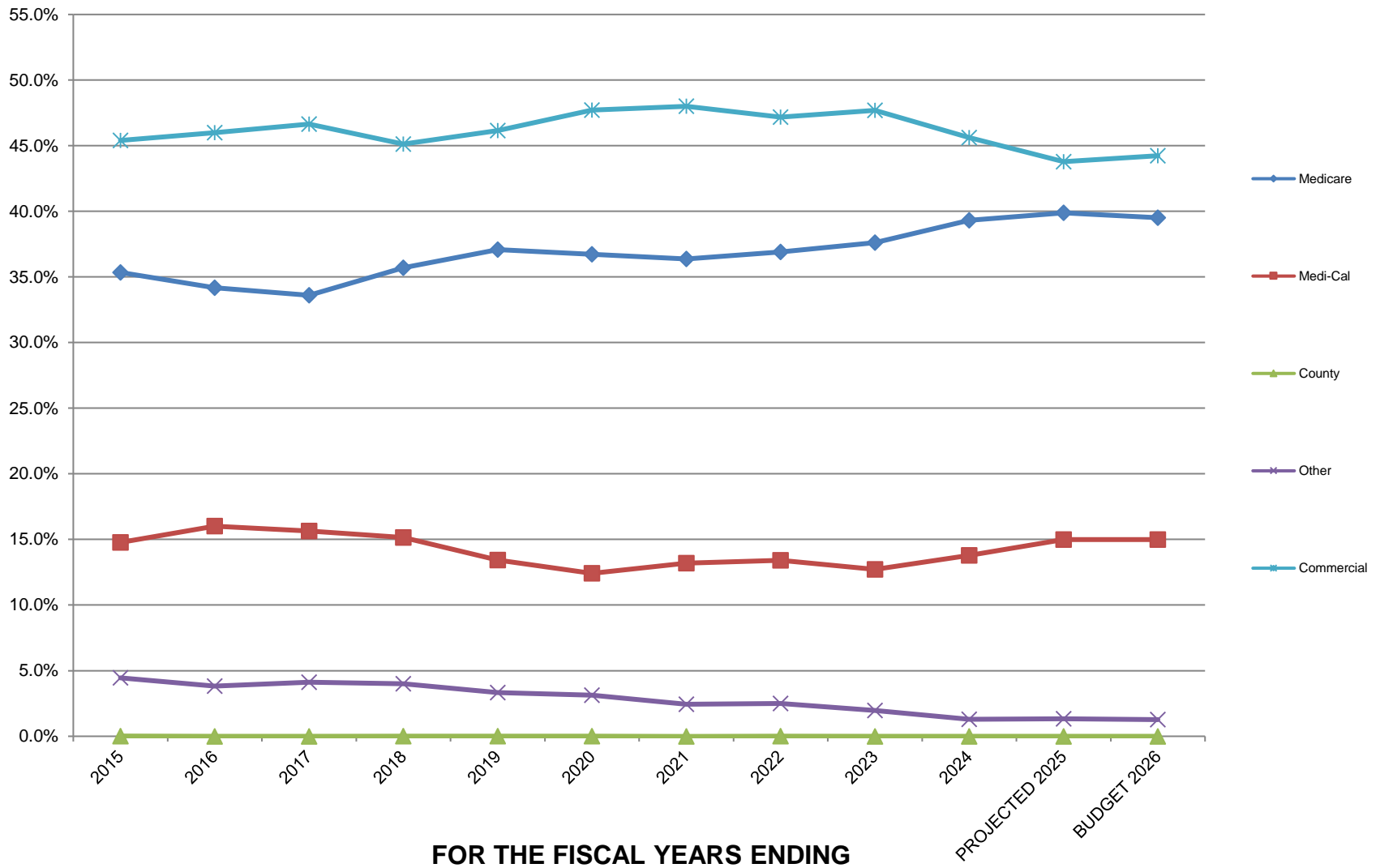
GROSS REVENUE PAYOR MIX TRENDING



INPATIENT REVENUE PAYOR MIX TRENDING



OUTPATIENT REVENUE PAYOR MIX TRENDING



TAHOE FOREST HOSPITAL DISTRICT
PERCENT OF GROSS REVENUE BY PAYOR

INPATIENT	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	PROJECTED	BUDGET
											2025	2026
Medicare	36.4%	35.1%	34.5%	38.9%	40.1%	42.5%	36.8%	37.8%	40.0%	40.7%	37.0%	36.2%
Medi-Cal	24.2%	23.3%	26.2%	25.3%	22.7%	22.6%	29.0%	27.4%	25.4%	28.8%	27.3%	27.5%
County	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	2.6%	2.2%	2.7%	3.2%	2.4%	3.5%	2.7%	1.8%	0.7%	0.5%	0.6%	0.6%
Commercial	36.8%	39.3%	36.7%	32.7%	34.8%	31.4%	31.5%	33.0%	33.9%	30.0%	35.1%	35.6%

OUTPATIENT	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	PROJECTED	BUDGET
											2025	2026
Medicare	35.4%	34.2%	33.6%	35.7%	37.1%	36.7%	36.4%	36.9%	37.6%	39.3%	39.9%	39.5%
Medi-Cal	14.8%	16.0%	15.6%	15.2%	13.4%	12.4%	13.2%	13.4%	12.7%	13.8%	15.0%	15.0%
County	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	4.5%	3.8%	4.1%	4.0%	3.3%	3.1%	2.4%	2.5%	2.0%	1.3%	1.3%	1.3%
Commercial	45.4%	46.0%	46.6%	45.1%	46.1%	47.7%	48.0%	47.2%	47.7%	45.6%	43.8%	44.2%

TOTAL	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	PROJECTED	BUDGET
											2025	2026
Medicare	35.7%	34.5%	33.9%	36.6%	37.9%	38.1%	36.5%	37.1%	38.0%	39.5%	39.5%	39.1%
Medi-Cal	17.9%	18.1%	18.6%	17.9%	15.9%	14.8%	16.1%	16.0%	14.6%	15.9%	16.6%	16.6%
County	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Other	3.8%	3.4%	3.7%	3.8%	3.1%	3.2%	2.5%	2.4%	1.8%	1.2%	1.2%	1.2%
Commercial	42.5%	44.0%	43.8%	41.7%	43.2%	43.9%	44.9%	44.6%	45.7%	43.4%	42.7%	43.1%

Tahoe Forest Hospital District Deductions from Revenue

Deductions from Revenue is comprised of Contractual Allowances, Charity Care, Bad Debt, and Prior Period Settlements.

Contractual Allowances have been budgeted at \$388.5 million (50.8% of budgeted gross revenue) for FY 2026, representing an increase of \$10.4 million from Projected FY 2025 (\$378.0 million, 51.8%). The increase in our Contractual Allowances is directly attributed to the increase in our FY 2026 budgeted gross revenue, along with shifts from inpatient revenue to outpatient revenue, and payor mix changes.

Contractual Allowances have been calculated based upon gross revenue and reimbursement rates by payor. We also have accounted for additional reimbursement the District will see related to AB113 Non-Designated Public Hospital IGT funding, Rate Range IGT funding from the Medi-Cal managed care plans, AB915 Medi-Cal Outpatient Supplemental funding, and the Designated Public Hospital Directed Payments program. This additional reimbursement was budgeted at approximately \$9.7 million, an increase of \$1.0 million from budgeted FY 2025.

Charity Care has been budgeted at 2.0% of gross revenue totaling \$15.3 million and Bad Debt has been budgeted at 1.5% of gross revenue or \$11.7 million. We believe these percentages are representative of current, but more importantly, future economic circumstances based on the federal governments targeted changes to the Medicaid/Medi-Cal program, as well as shifting of the patient population towards more self-pay as a result of high deductible health plans and reverification of Medi-Cal benefits. Projected FY 2025 is reflecting \$4.5 million in Charity Care (0.6%) and \$6.2 million in Bad Debt (0.8%).

Prior Period Settlements represents reimbursement or settlements the District may receive or pay related to a previous fiscal years.

Overall, as a percentage of gross revenue, our Deductions from Revenue is 54.3% of gross revenue, as compared to Projected FY 2025's 53.0%.

Tahoe Forest Hospital District Employee Resource Allocation/FTE's

Management has budgeted an overall increase of 100.6 FTEs when compared to projected FY 2025, and a 59.4 FTE increase when compared to the budgeted FY 2025 FTEs.

Increases in our FTEs for FY 2026 are related to additional staffing requirements in Registration, Access Center, and Revenue Cycle to accommodate increased volumes and growth in the Multi-Specialty Clinics in Primary Care/Urgent Care, Orthopedics, and specialty services, Community Case Management to expand assistance to patients in our community, Business Intelligence and Process Improvement for a more sophisticated approach to making comprehensive business decisions and improve performance, and IVCH Imaging and Surgical Services to serve our patient population in the Incline Village community.

We budgeted positions to maintain recruitment for core-staffing requirements.

We accounted for additional staffing needs in our Skilled Nursing Facility and Oncology program. Additions were also necessary for our overhead and support departments in Materials Management, Engineering, Information Technology, Accounting, and the Child Care Center.

The "Total FTE Summary" following this narrative reflects the allocation of FTE resources as was discussed in the "Statement of Revenue and Expense" summary under "Salaries, Wages and Benefits".

The approximate overall net increase for FY 2026 as compared to Projected FY 2025, as well as Budget FY 2025 is outlined below:

<i>Additional FTEs added to Programs or Services:</i>	<i>Budget FY 2026 vs Projected FY 2025</i>	<i>Budget FY 2026 vs Budget FY 2025</i>
Medical/Surgical Unit	1.47	5.15
Emergency Department	1.21	2.36
Women's Imaging Center	.77	.21
Cat Scan	.94	.65
Gastroenterology	.86	-.69
Education	.92	.99
Dietary	2.39	2.32
Pharmacy Overhead	.99	-2.57
Materials Management	1.08	.97
Engineering	1.78	2.24
Information Technology	1.62	-.22
Accounting	.78	.72
Patient Financial Services	2.90	-1.05
Patient Registration	8.45	3.67
Access Center/Central Scheduling	14.94	4.03
Revenue Cycle	2.48	.48
Corporate Compliance	1.00	1.00

**Tahoe Forest Hospital District
Employee Resource Allocation/FTE's**

Medical Records	1.15	1.28
Quality	1.23	.78
Community Case Management	4.88	7.53
Business Intelligence	3.14	3.98
Process Improvement	2.74	2.74
IVCH Emergency Department	.39	.39
IVCH Laboratory	.44	.17
IVCH Mammography	.73	.23
IVCH Gastroenterology	.93	.93
IVCH Physical Therapy	1.11	.78
IVCH Patient Registration	.86	.79
Skilled Nursing Facility	2.42	2.94
Oncology Programs	2.66	-.16
Child Care Center	1.83	-.33
Multi-Specialty Clinics and MSC Administrative Support	26.30	10.47
The Center For Health	2.04	1.61
Total Additional FTE's	97.43	54.39
<i>FTE Decreases to Core Staffing Levels:</i>		
Labor and Delivery	-2.50	4.22
Medical Staff	-1.05	-1.01
Nursing Administration	-3.19	-4.04
Hospice	-.39	.11
Physical Therapy Aquatic – OP	-.48	-.29
Total FTE Decrease	-7.61	-1.01
Total	89.82	53.38

It is important to note that the increase in our FTEs over the last several years has been due to careful and measured developments to programs and services provided at Tahoe Forest Hospital District and Incline Village Community Hospital in order to meet and exceed our community's health needs as well as staying up-to-date with technology and meeting increasing regulatory requirements.

As with each year, Management intends to use its discretion to appropriately balance the FTE requirements for FY 2026 with the financial welfare of the District.

In addition to the District's Employee Resource Allocation/FTEs we have included a separate summary of Physician FTEs. Budgeted Physician FTEs for FY 2026 total 72.24 compared to FY 2025 projected FTEs of 66.17 and FY 2025 budgeted FTEs of 69.30. The FY 2026 budget consists of 52.80 Physician FTEs related to clinic operations and 19.44 Physician FTEs in other health system departments, covering the Emergency Department, Hospitalist program, Radiology and Anesthesia groups, Medical Directorships, and Medical Staff chairs.

TAHOE FOREST HOSPITAL DISTRICT
TOTAL FTE SUMMARY - HISTORICAL TREND
BUDGET FY 2026

Dept #	Dept Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	BUDGET FY 2025	PROJECTED FY 2025	BUDGET FY 2026	BUDGET FY 2026 vs PROJECTED FY 2025	BUDGET FY 2026 vs BUDGET FY 2025
16010	ICU	16.12	16.44	13.55	11.61	16.09	11.12	12.00	11.95	-0.05	0.83
16170	Med-Surg	27.55	28.42	25.33	26.53	31.44	26.33	30.01	31.48	1.47	5.15
17010	Emergency Room	26.57	27.21	23.69	25.04	29.44	26.09	27.24	28.45	1.21	2.36
17180	Ski Aid - Sugar Bowl	0.40	0.26	0.22	0.23	0.26	0.25	0.36	0.25	-0.11	0.00
17181	Ski Aid - Boreal	0.19	0.22	0.24	0.24	0.25	0.25	0.39	0.30	-0.09	0.05
17182	Ski Aid -Alpine	0.34	0.56	0.43	0.42	0.42	0.40	0.39	0.40	0.01	0.00
17400	Labor and Delivery	18.93	18.66	15.34	17.99	22.83	18.52	25.24	22.74	-2.50	4.22
17403	Perinatal	0.70	0.65	0.64	0.76	0.68	0.00	0.06	0.00	-0.06	0.00
17420	Surgery	22.98	21.07	16.96	17.52	22.24	19.17	21.90	26.50	4.60	7.33
17427	PAAS	14.18	15.96	13.68	14.07	18.05	16.35	17.89	18.20	0.31	1.85
17428	Pain Clinic	0.64	0.54	0.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17429	Sterile Processing	8.23	9.78	8.03	8.24	9.82	8.49	8.91	8.48	-0.43	-0.01
17500	Laboratory	23.91	23.60	23.44	24.23	25.14	25.22	23.93	24.41	0.48	-0.81
17515	Tahoe City Lab Draw	0.83	1.06	1.19	1.25	1.65	1.31	1.00	1.37	0.37	0.06
17517	Gateway Lab Draw	0.00	1.51	1.83	2.42	2.90	2.32	3.64	3.97	0.33	1.65
17593	Cardiac Rehab	1.03	1.46	1.68	1.48	1.52	1.50	1.64	1.75	0.11	0.25
17630	Diagnostic Imaging	15.98	17.45	16.41	16.13	17.82	16.34	21.05	20.62	-0.43	4.28
17632	Womens Imaging Center	3.65	4.61	4.78	4.61	4.94	4.84	4.28	5.05	0.77	0.21
17633	MOB Diagnostic Imaging	1.10	1.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17650	Nuclear Medicine	1.39	1.38	1.43	1.75	1.95	1.95	1.51	1.49	-0.02	-0.46
17660	MRI	2.24	2.55	2.45	2.92	3.32	3.34	3.59	3.56	-0.03	0.22
17670	Ultrasound	6.39	6.53	3.83	3.74	7.07	5.05	5.17	5.28	0.11	0.23
17672	Briner Imaging	1.15	1.23	1.04	1.06	1.37	1.40	1.18	1.17	-0.01	-0.23
17680	Cat Scan	2.53	2.92	3.12	3.31	4.43	4.41	4.12	5.06	0.94	0.65
17685	PET CT	0.37	0.49	0.47	0.30	0.06	0.00	0.36	0.35	-0.01	0.35
17720	Respiratory Therapy	7.48	7.64	6.11	6.44	7.98	7.25	8.10	7.98	-0.12	0.73
17760	Gastro-Intestinal Services	5.72	6.11	6.17	5.90	7.42	8.58	7.03	7.89	0.86	-0.69
17770	Physical Therapy - Inpatient	0.00	0.00	0.00	3.57	2.77	3.02	2.78	2.97	0.19	-0.05
17773	Physical Therapry - Tahoe City	0.00	0.00	0.00	6.94	7.16	8.45	7.39	7.62	0.23	-0.83
17780	Speech Therapy - Inpatient	0.00	0.00	0.00	0.08	0.19	0.19	0.23	0.22	-0.01	0.03
17790	Occupational Therapy - Inpatient	0.00	0.00	0.00	1.69	1.86	1.76	2.04	1.82	-0.22	0.06
17791	Occupational Therapy - Tahoe City	0.00	0.00	0.00	0.67	0.69	0.68	0.89	0.60	-0.29	-0.08
18210	Education	2.76	2.61	2.53	2.73	2.60	2.80	2.87	3.79	0.92	0.99
18340	Dietary	32.36	30.23	27.73	30.20	33.90	34.34	34.27	36.66	2.39	2.32

TAHOE FOREST HOSPITAL DISTRICT
TOTAL FTE SUMMARY - HISTORICAL TREND
BUDGET FY 2026

Dept #	Dept Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	BUDGET FY 2025	PROJECTED FY 2025	BUDGET FY 2026	BUDGET FY 2026 vs PROJECTED FY 2025	BUDGET FY 2026 vs BUDGET FY 2025
18390	Pharmacy Overhead	12.71	12.19	9.94	10.50	14.63	15.95	12.39	13.38	0.99	-2.57
18400	Materials Management	10.47	11.00	10.57	11.68	12.15	12.00	11.89	12.97	1.08	0.97
18440	Housekeeping	32.04	31.15	30.76	27.33	30.31	31.99	31.93	27.92	-4.01	-4.07
18460	Engineering	16.80	17.26	15.20	15.54	19.17	17.80	18.26	20.04	1.78	2.24
18480	Information Technology	27.05	25.42	25.30	25.06	25.95	28.15	26.31	27.93	1.62	-0.22
18493	Project Management Office	3.50	4.00	3.82	3.84	4.00	4.25	4.66	4.99	0.33	0.74
18510	Accounting	8.42	7.61	6.85	8.54	8.57	8.00	7.94	8.72	0.78	0.72
18530	Patient Financial Services	14.66	13.70	12.02	12.76	14.85	20.50	16.55	19.45	2.90	-1.05
18560	Patient Registration & Communications	33.26	31.17	30.78	36.07	37.53	41.06	36.28	44.73	8.45	3.67
18570	Access Center/Centralized Scheduling	46.66	49.68	52.15	60.22	64.66	77.75	66.84	81.78	14.94	4.03
18590	Financial Administration	1.00	1.02	1.11	0.97	1.00	1.00	1.00	1.00	0.00	0.00
18591	Revenue Cycle	3.60	3.92	3.82	3.84	4.00	5.00	3.00	5.48	2.48	0.48
18593	Managed Care	0.40	0.60	0.25	1.17	1.29	2.30	2.08	2.31	0.23	0.01
18610	Administration	6.04	6.30	6.17	6.75	8.57	11.00	8.25	8.23	-0.02	-2.77
18612	Corporate Compliance	0.13	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00
18620	Board of Directors	0.06	0.08	0.08	0.07	0.07	0.10	0.08	0.10	0.02	0.00
18630	Community Relations/Marketing	2.00	2.04	1.91	1.94	2.32	3.00	4.14	3.99	-0.15	0.99
18632	Community Development	1.00	1.00	0.96	0.96	1.00	1.00	1.00	1.00	0.00	0.00
18650	Human Resources	8.61	8.82	10.17	9.34	9.80	9.80	9.60	10.17	0.57	0.37
18700	Medical Records	5.50	5.19	6.16	6.68	6.16	6.50	6.63	7.78	1.15	1.28
18710	Medical Staff	3.03	3.00	2.52	3.84	4.60	4.00	4.04	2.99	-1.05	-1.01
18720	Nursing Administration	12.46	13.30	12.37	11.08	12.09	13.13	12.28	9.09	-3.19	-4.04
18740	Quality	4.50	4.04	4.31	5.35	5.29	5.80	5.35	6.58	1.23	0.78
18750	Nursing Case Management	6.55	6.55	5.55	5.46	6.30	5.53	6.02	5.86	-0.16	0.33
18751	Community Case Management	5.75	6.59	5.85	6.56	7.75	7.95	10.60	15.48	4.88	7.53
18753	Infection Control/Employee Health	0.83	0.57	0.97	0.97	1.01	1.00	0.98	1.00	0.02	0.00
18770	Population (Community) Health	1.60	1.72	0.00	0.00	0.02	0.00	0.00	0.00	0.00	0.00
18794	Business Intelligence	0.00	0.00	0.00	0.00	0.08	2.00	2.84	5.98	3.14	3.98
18795	Process Improvement	0.00	0.00	0.00	0.00	0.00	0.00	0.00	2.74	2.74	2.74
18777	Emergency Preparedness/COVID-19	19.30	24.03	8.78	1.92	0.07	0.07	0.00	0.00	0.00	-0.07
19553	The Gift Tree	0.83	0.60	0.00	0.00	0.00	0.30	0.04	0.04	0.00	-0.26
TOTAL TFH		534.48	544.74	490.85	522.51	591.50	598.65	592.44	645.11	52.67	46.46

TAHOE FOREST HOSPITAL DISTRICT
TOTAL FTE SUMMARY - HISTORICAL TREND
BUDGET FY 2026

Dept #	Dept Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	BUDGET FY 2025	PROJECTED FY 2025	BUDGET FY 2026	BUDGET FY 2026 vs PROJECTED FY 2025	BUDGET FY 2026 vs BUDGET FY 2025
26170	Med-Surg	5.00	4.95	4.56	4.44	4.87	4.69	4.09	4.19	0.10	-0.50
27010	Emergency Room	7.87	7.25	6.30	6.98	7.83	7.19	7.19	7.58	0.39	0.39
27189	Ski Aid-Diamond Peak	0.17	0.20	0.18	0.21	0.21	0.40	0.34	0.25	-0.09	-0.15
27420	Surgery	0.44	0.33	0.29	0.35	0.65	0.97	0.88	0.47	-0.41	-0.50
27429	Sterile Processing	0.01	0.07	0.05	0.07	0.20	0.23	0.17	0.14	-0.03	-0.09
27430	PAAS	0.00	0.09	0.13	0.10	0.16	0.18	0.21	0.25	0.04	0.07
27500	Laboratory	5.47	5.50	3.77	4.23	5.88	4.37	4.10	4.54	0.44	0.17
27630	Diagnostic Imaging	3.70	3.51	1.48	1.72	3.64	2.16	2.36	2.38	0.02	0.22
27632	Mammography	0.00	0.00	0.00	0.00	0.00	0.60	0.10	0.83	0.73	0.23
27670	Ultrasound	0.00	0.03	0.73	0.68	0.87	0.91	0.89	0.92	0.03	0.01
27680	Cat Scan	1.76	1.29	0.97	0.97	1.96	1.10	1.02	1.04	0.02	-0.06
27760	Gastroenterology	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.93	0.93	0.93
27770	Physical Therapy	0.01	0.00	0.00	6.76	7.52	7.99	7.66	8.77	1.11	0.78
27780	Speech Therapy	0.00	0.00	0.00	0.15	0.23	0.25	0.22	0.20	-0.02	-0.05
27790	Occupational Therapy	0.00	0.00	0.00	0.64	0.76	0.84	1.00	0.83	-0.17	-0.01
28340	Dietary	1.09	1.24	1.44	1.47	1.48	1.49	0.91	1.16	0.25	-0.33
28390	Pharmacy Overhead	0.21	0.21	0.18	0.15	0.01	0.20	0.00	0.10	0.10	-0.10
28440	Housekeeping	2.06	2.10	1.95	2.00	2.15	2.00	1.78	1.99	0.21	-0.01
28460	Engineering	0.09	0.30	0.20	0.15	0.00	0.40	0.10	0.40	0.30	0.00
28560	Admitting	6.53	6.88	6.83	6.31	6.94	6.90	6.83	7.69	0.86	0.79
28570	Central Scheduling	0.89	0.99	0.95	0.97	1.01	1.25	0.91	1.00	0.09	-0.25
28610	Administration	0.93	1.16	1.12	1.15	0.73	0.10	0.51	0.60	0.09	0.50
28720	Nursing Administration	1.01	0.84	1.00	0.85	0.89	1.00	0.91	0.90	-0.01	-0.10
28777	Emergency Preparedness	0.78	0.36	0.59	0.12	0.00	0.05	0.00	0.00	0.00	-0.05
TOTAL IVCH		38.02	37.30	32.72	40.47	47.99	45.27	42.18	47.16	4.98	1.89
TOTAL SKILLED NURSING FACILITY		31.06	29.26	24.57	27.66	32.48	32.46	32.98	35.40	2.42	2.94
TOTAL HOME HEALTH		5.80	4.64	4.38	6.75	7.61	7.49	7.44	7.68	0.24	0.19
17310	Hospice	6.53	5.80	2.86	2.50	2.31	1.54	2.04	1.65	-0.39	0.11
19555	Thrift Store Truckee	6.26	6.17	5.80	5.94	6.64	7.60	6.16	6.21	0.05	-1.39
19560	Thrift Store Incline (Formerly Kings Beach)	0.60	1.41	1.06	1.05	1.03	0.77	1.22	1.20	-0.02	0.43
TOTAL HOSPICE AND THRIFT		13.39	13.38	9.72	9.49	9.98	9.91	9.42	9.06	-0.36	-0.85

TAHOE FOREST HOSPITAL DISTRICT
TOTAL FTE SUMMARY - HISTORICAL TREND
BUDGET FY 2026

Dept #	Dept Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	BUDGET FY 2025	PROJECTED FY 2025	BUDGET FY 2026	BUDGET FY 2026 vs PROJECTED FY 2025	BUDGET FY 2026 vs BUDGET FY 2025
17510	Oncology Lab	1.12	1.13	1.06	0.78	0.92	0.91	0.84	0.89	0.05	-0.02
17641	Medical Oncology (Infusion Center)	24.20	25.13	24.30	27.55	31.92	33.95	32.47	33.87	1.40	-0.08
17642	Radiation Oncology	1.69	2.27	3.48	3.38	3.43	4.55	3.28	4.49	1.21	-0.06
TOTAL ONCOLOGY PROGRAM		27.01	28.53	28.84	31.71	36.27	39.41	36.59	39.25	2.66	-0.16
TOTAL CHILDCARE CENTER		15.90	15.41	16.03	16.20	14.54	20.33	18.17	20.00	1.83	-0.33
17073	Otolaryngology (ENT) Clinic	4.75	4.83	0.00	4.16	4.31	5.00	5.99	7.02	1.03	2.02
17074	Primary Care	0.37	0.07	0.00	0.00	4.59	0.00	0.00	0.00	0.00	0.00
17075	2nd Floor Cancer Center Clinics	7.31	24.97	30.90	28.81	31.62	32.10	31.10	33.80	2.70	1.70
17077	Pediatrics Clinic	12.38	13.02	12.46	13.88	17.79	18.05	18.79	17.84	-0.95	-0.21
17078	General Surgery Clinic	2.52	0.11	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17079	Cardiology/Family Practice Clinic	18.39	16.61	18.94	15.63	20.35	20.70	22.78	23.19	0.41	2.49
17082	Urology Clinic	5.51	0.34	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17083	Urgent Care-Truckee	0.00	0.00	0.00	7.03	20.14	20.01	18.38	19.39	1.01	-0.62
17085	TFH Health Clinic	3.19	0.38	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17086	Sports Medicine Clinic	1.29	1.29	5.18	5.01	5.85	5.45	5.73	7.46	1.73	2.01
17087	Orthopedics Clinic	17.58	21.94	26.09	28.09	30.73	31.79	28.88	33.65	4.77	1.86
17089	Neurology Clinic	0.68	0.04	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17090	Internal Medicine/Pulmonology Clinic	5.28	8.53	7.73	8.20	9.52	10.20	9.80	10.54	0.74	0.34
17092	Primary Care/Urgent Care-Truckee	6.20	16.34	16.00	27.04	28.44	34.22	26.55	39.91	13.36	5.69
17093	Primary Care/Urgent Care-Tahoe City	3.45	6.99	6.75	8.01	10.93	13.41	11.39	15.10	3.71	1.69
17094	Primary Care/Urgent Care-Squaw Valley	1.26	2.54	2.79	3.00	2.46	1.95	5.12	3.55	-1.57	1.60
17096	Gastroenterology Clinic	3.62	0.19	0.00	0.00	0.01	0.00	0.00	0.00	0.00	0.00
17097	Endocrinology Clinic	0.85	0.16	0.00	0.00	0.09	0.00	0.00	0.00	0.00	0.00
17186	Community Vaccine Clinic	0.00	1.38	2.05	0.05	0.00	0.00	0.00	0.00	0.00	0.00
17315	Palliative Care	2.56	2.08	2.00	2.42	2.68	3.23	2.27	2.61	0.34	-0.62
17830	Behavioral Health	3.36	5.10	6.04	11.51	9.13	10.40	7.19	6.08	-1.11	-4.32
18660	Occupational Health	7.66	9.61	11.37	11.65	12.14	12.24	12.31	12.83	0.52	0.59
18715	Clinics Administration	10.98	11.76	13.17	18.87	15.84	15.00	13.87	12.46	-1.41	-2.54
27074	Ophthalmology Clinic	0.00	0.13	3.32	3.30	3.94	4.00	3.83	3.99	0.16	-0.01
27083	Weekend Walk-In Clinic	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	1.50	1.50
27084	IVCH Primary Care Clinic	3.76	2.74	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

TAHOE FOREST HOSPITAL DISTRICT
TOTAL FTE SUMMARY - HISTORICAL TREND
BUDGET FY 2026

Dept #	Dept Name	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024	BUDGET FY 2025	PROJECTED FY 2025	BUDGET FY 2026	BUDGET FY 2026 vs PROJECTED FY 2025	BUDGET FY 2026 vs BUDGET FY 2025
27085	IVCH Health Clinic	8.07	8.38	12.43	11.64	11.94	12.97	13.12	13.27	0.15	0.30
27100	IVCH Orthopedics	0.00	0.00	0.00	0.00	0.00	3.75	1.54	0.75	-0.79	-3.00
27186	Community Vaccine Clinic	0.00	0.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27830	Behavioral Health	0.00	1.15	0.00	0.00	1.24	0.00	0.00	0.00	0.00	0.00
TOTAL MULTI-SPECIALTY CLINIC SERVICES		131.02	161.13	177.22	208.30	243.74	254.47	238.64	264.94	26.30	10.47
TOTAL RETAIL PHARMACY		6.06	6.24	7.53	11.23	16.54	18.45	16.48	17.15	0.67	-1.30
18615	TFH Foundation	3.20	2.67	2.00	1.76	2.54	5.00	3.71	4.24	0.53	-0.76
28615	IVCH Foundation	1.19	0.83	0.98	0.88	1.03	1.00	1.25	1.00	-0.25	0.00
TOTAL FOUNDATIONS		4.39	3.50	2.98	2.64	3.57	6.00	4.96	5.24	0.28	-0.76
TOTAL VOLUNTEERS		1.00	0.43	0.76	0.77	0.75	0.80	0.80	0.80	0.00	0.00
57770	Physical Therapy - Outpatient	0.00	0.00	0.00	21.66	26.53	27.96	27.24	28.42	1.18	0.46
57771	Physical Therapy Aquatic - Outpatient	0.00	0.00	0.00	0.79	0.80	0.69	0.88	0.40	-0.48	-0.29
57780	Speech Therapy - Outpatient	0.00	0.00	0.00	1.48	1.52	1.60	1.61	1.40	-0.21	-0.20
57790	Occupational Therapy - Outpatient	0.00	0.00	0.00	2.82	3.48	4.20	3.29	3.44	0.15	-0.76
58660/58771	Center Operations - Retail	4.12	3.58	2.83	3.37	3.44	3.35	2.92	4.96	2.04	1.61
TOTAL CENTER OPERATIONS		4.12	3.58	2.83	30.12	35.77	37.80	35.94	38.62	2.68	0.82
18633	Wellness Neighborhood	4.99	4.89	6.60	7.13	6.70	7.29	5.22	5.15	-0.07	-2.14
18634	Medi-Cal PRIME Project	3.57	3.52	3.71	3.03	3.16	3.70	2.46	2.35	-0.11	-1.35
18792	JPA Housing Project	0.11	0.50	0.98	1.82	2.11	2.00	2.00	1.99	-0.01	-0.01
TOTAL INITIATIVE PROGRAMS		8.67	8.91	11.29	11.98	11.97	12.99	9.68	9.49	-0.19	-3.50
18495	Systems Upgrade (EPIC & Premier FY18)	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18465	Construction Labor	3.51	3.36	3.47	4.98	5.11	4.80	5.06	5.39	0.33	0.59
TOTAL CAPITALIZED LABOR		3.53	3.36	3.47	4.98	5.11	4.80	5.06	5.39	0.33	0.59
GRAND TOTAL TFHD		824.45	860.41	813.19	924.81	1057.82	1088.83	1050.78	1145.29	94.51	56.46

TAHOE FOREST HOSPITAL DISTRICT
TOTAL PHYSICIAN FTE SUMMARY
BUDGET FY 2026

Dept #	Dept Name	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	BUDGET FY 2025	PROJECTED FY 2025	BUDGET FY 2026	BUDGET FY 2026 vs PROJECTED FY 2025	BUDGET FY 2026 vs BUDGET FY 2025
17073	Otolaryngology (ENT) Clinic	1.04	1.01	0.99	1.09	1.10	1.00	1.41	1.99	0.58	0.99
17075	2nd Floor Cancer Center Clinics	3.50	4.60	11.25	9.36	4.82	12.07	11.55	13.04	1.49	0.97
17077	Pediatrics Clinic	3.46	3.94	4.44	4.57	4.37	5.32	5.12	5.39	0.27	0.07
17078	General Surgery Clinic	1.47	1.90	0.00	0.00	1.83	0.00	0.00	0.00	0.00	0.00
17079	Cardiology/Family Practice Clinic	0.45	1.75	3.52	2.49	1.12	0.78	1.13	1.85	0.72	1.07
17080	Hematology/Oncology Clinic	0.00	0.00	1.55	2.90	2.87	3.35	2.99	3.18	0.19	-0.17
17082	Urology Clinic	0.50	1.08	0.00	0.00	1.78	0.00	0.00	0.00	0.00	0.00
17083	Urgent Care-Truckee	0.00	0.00	0.00	0.38	0.68	1.59	1.41	1.34	-0.07	-0.25
17085	TFH Health Clinic	0.33	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
17086	Sports Medicine Clinic	0.90	0.92	1.10	1.26	1.27	1.54	1.19	1.83	0.64	0.29
17087	Orthopedics Clinic	2.34	3.24	3.71	3.71	3.88	3.85	3.87	4.04	0.17	0.19
17088	Internal Medicine	3.09	1.83	0.00	0.00	0.29	0.00	0.00	0.00	0.00	0.00
17089	Neurology Clinic	0.24	0.97	0.00	0.00	1.30	0.00	0.00	0.00	0.00	0.00
17090	Internal Medicine/Pulmonology Clinic	0.85	0.76	1.55	1.53	0.84	1.58	1.62	2.49	0.87	0.91
17092	Primary Care/Urgent Care-Truckee	1.17	2.43	2.10	4.85	7.66	10.09	8.49	9.24	0.75	-0.85
17093	Primary Care/Urgent Care-Tahoe City	1.20	2.77	2.68	1.84	2.00	2.84	3.38	2.91	-0.47	0.07
17094	Primary Care/Urgent Care-Squaw Valley	0.37	0.91	0.94	0.89	1.18	1.42	0.61	1.05	0.44	-0.37
17096	Gastroenterology Clinic	1.09	1.89	0.00	0.00	1.24	0.00	0.00	0.00	0.00	0.00
17097	Endocrinology Clinic	0.62	0.83	0.00	0.00	0.86	0.00	0.00	0.00	0.00	0.00
17830	Behavioral Health	0.00	0.00	0.00	0.00	0.00	1.00	0.82	0.00	-0.82	-1.00
18660	Occupational Health	0.00	0.14	0.21	0.01	0.00	0.00	0.00	0.00	0.00	0.00
27074	Ophthalmology Clinic	0.00	0.10	0.91	0.99	1.34	1.34	1.44	1.34	-0.10	0.00
27086	IVCH Weekend Walk-In Clinic	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.10	0.10	0.10
27084	IVCH Primary Care Clinic	0.27	0.43	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27085	IVCH Health Clinic	1.14	2.11	3.73	3.17	2.77	2.83	2.63	2.81	0.18	-0.02
27086	IVCH Internal Medicine/Pediatrics Clinic	0.20	0.45	0.00	0.00	0.41	0.00	0.00	0.00	0.00	0.00
27100	IVCH Orthopedic Surgery	0.06	0.14	0.00	0.28	0.25	1.05	0.96	0.20	-0.76	-0.85
TOTAL MULTI-SPECIALTY CLINIC SERVICES		24.29	34.26	38.68	39.32	43.86	51.65	48.62	52.80	4.18	1.15

TAHOE FOREST HOSPITAL DISTRICT
TOTAL PHYSICIAN FTE SUMMARY
BUDGET FY 2026

Dept #	Dept Name	FYE 2020	FYE 2021	FYE 2022	FYE 2023	FYE 2024	BUDGET FY 2025	PROJECTED FY 2025	BUDGET FY 2026	BUDGET FY 2026 vs PROJECTED FY 2025	BUDGET FY 2026 vs BUDGET FY 2025
16010	ICU	0.00	0.00	0.05	0.00	0.00	0.10	0.00	0.11	0.11	0.01
16580	Skilled Nursing Facility	0.00	0.14	0.11	0.11	0.00	0.13	0.17	0.17	0.00	0.04
17010	Emergency Department	0.00	0.60	0.66	0.50	0.00	0.51	0.24	0.81	0.57	0.30
17076	Hospitalist	2.02	3.57	3.74	3.46	4.51	4.89	5.05	4.64	-0.41	-0.25
17310	Hospice	0.00	0.19	0.22	0.21	0.00	0.08	0.19	0.14	-0.05	0.06
17315	Palliative Care	0.00	0.01	0.01	0.09	0.00	0.10	0.31	0.10	-0.21	0.00
17450	Anesthesiology	0.00	0.00	0.21	0.52	5.71	6.00	6.51	6.68	0.17	0.68
17630	Diagnostic Imaging	0.00	0.00	2.20	4.17	4.38	5.19	5.02	6.09	1.07	0.90
18240	Medical Postgraduate Education	0.00	0.00	0.00	0.00	0.00	0.06	0.00	0.08	0.08	0.02
18610	Administration	0.00	0.00	0.02	0.03	0.00	0.00	0.00	0.00	0.00	0.00
18633	Wellness Neighborhood	0.00	0.05	0.04	0.02	0.00	0.00	0.00	0.00	0.00	0.00
18710	Medical Staff	0.00	0.03	0.24	0.20	0.00	0.51	0.00	0.34	0.34	-0.17
18715	Physician Services	0.00	0.14	0.12	0.76	0.00	0.00	0.00	0.00	0.00	0.00
18740	Quality Management	0.00	0.04	0.04	0.07	0.00	0.08	0.06	0.08	0.02	0.00
18753	Infection Control	0.00	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
18777	Respiratory Illness Clinic	0.00	0.41	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27010	IVCH Emergency Department	0.00	0.06	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
27076	IVCH Hospitalist	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.20	0.20
TOTAL OTHER HEALTH SYSTEM DEPARTMENTS		2.02	5.26	7.71	10.14	14.60	17.65	17.55	19.44	1.89	1.79
GRAND TOTAL TFHD		26.31	39.52	46.39	49.46	58.46	69.30	66.17	72.24	6.07	2.94

Tahoe Forest Hospital District Statement of Cash Flows

The District is projecting that as of June 30, 2026 we will have approximately \$182.7 million in unrestricted cash available for the Days Cash on Hand calculation, which represents 191 days. We are projecting FY 2025 to end at \$216.4 million, or 239 days.

The Statement of Cash Flow for FY 2026 does include the cash infusion of \$4.78 million from the 2025 Municipal lease.

According to rating information provided by S&P called “U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios 2023”, dated August 7, 2024, the following represent median ratios for Days Cash on Hand (DCOH) by rating:

AA+	374 DCOH
AA-	324 DCOH
A+	391 DCOH
A	201 DCOH
A-	243 DCOH
BBB+	172 DCOH
BBB	126 DCOH
BBB-	112 DCOH

The Board Fiscal Policy states that “the District shall put forth a strong effort in every fiscal year on achieving, at a minimum, the Standard and Poor’s (S&P) A- rating, targeting the median ratios of the A- rating or better”. It also states, “There shall be a strong effort to maintain this minimum Days’ Cash on Hand ratio to ensure appropriate cash reserves and to sustain sufficient funding for capital needs.” FY 2026 DCOH falls below the A- ratio, but not below the BBB- ratio (the lowest level allowed per the Fiscal Policy).

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS

	PROJECTED FYE 2025		BUDGET FYE 2026	BUDGET 1ST QTR	BUDGET 2ND QTR	BUDGET 3RD QTR	BUDGET 4TH QTR
Net Operating Rev/(Exp) - EBIDA	37,425,220		27,556,243	7,165,282	7,556,441	8,340,006	4,494,515
Interest Income	3,762,036		3,622,400	905,600	905,600	905,600	905,600
Property Tax Revenue	11,291,163		11,320,000	600,000	120,000	6,100,000	4,500,000
Donations	1,190,976		5,037,312	359,756	359,756	358,615	3,959,185
Emergency Funds	-		-	-	-	-	-
Debt Service Payments	(3,387,922)		(3,876,518)	(864,507)	(864,507)	(806,968)	(1,340,536)
Property Purchase Agreement	(811,927)		(473,624)	(202,982)	(202,982)	(67,661)	-
Municipal Lease 2025	(334,535)		(1,000,932)	(250,233)	(250,233)	(250,233)	(250,233)
Copier	-		-	-	-	-	-
2017 VR Demand Bond	(795,185)		(756,793)	-	-	(77,782)	(679,011)
2015 Revenue Bond	(1,446,275)		(1,645,169)	(411,292)	(411,292)	(411,292)	(411,292)
Physician Recruitment	(121,333)		(521,000)	(221,000)	(100,000)	(100,000)	(100,000)
Investment in Capital							
Equipment	(5,079,792)		(5,613,300)	(1,764,100)	(1,764,600)	(1,359,900)	(724,700)
Municipal Lease Reimbursement	1,340,632		4,780,000	400,000	450,000	1,400,000	2,530,000
IT/EMR/Business Systems	-		(5,027,825)	(928,180)	(3,335,718)	(521,427)	(242,500)
Building Projects/Properties	(11,509,771)		(55,592,169)	(13,127,932)	(14,550,236)	(13,016,493)	(14,897,508)
Change in Accounts Receivable	(3,936,979)	N1	(328,792)	653,727	104,326	(159,566)	(927,279)
Change in Settlement Accounts	4,514,301	N2	(5,011,279)	(3,472,500)	(7,983,500)	1,331,645	5,113,076
Change in Other Assets	(2,800,045)	N3	(2,248,346)	(948,346)	(900,000)	(200,000)	(200,000)
Change in Other Liabilities	(545,939)	N4	(7,815,000)	250,000	(10,850,000)	1,200,000	1,585,000
Change in Cash Balance	32,142,547		(33,718,273)	(10,992,200)	(30,852,438)	3,471,512	4,654,853
Beginning Unrestricted Cash	184,297,240		216,439,787	216,439,787	205,447,586	174,595,148	178,066,660
Ending Unrestricted Cash	216,439,787		182,721,513	205,447,586	174,595,148	178,066,660	182,721,513
Operating Cash	216,439,787		182,721,513	205,447,586	174,595,148	178,066,660	182,721,513
Expense Per Day	907,275		956,582	940,327	937,861	949,373	956,582
Days Cash On Hand	239		191	218	186	188	191

Footnotes:

N1 - Change in Accounts Receivable reflects the 30 day delay in collections.

N2 - Change in Settlement Accounts reflect cash flows in and out related to prior year and current year Medicare and Medi-Cal settlement accounts.

N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.

N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

Tahoe Forest Hospital District Capital Expenditures

Based on our FY 2026 Statement of Revenue and Expense, and available cash flow projections for FY 2026, we are recommending approval for \$66.2 million as our capital budget for FY 2026. As usual, we will prioritize expenditures based on the financial status of the District including cash position, as well as priority ranking. Items listed as “Mission Critical”, “High”, “Priority 1”, and “Priority 2” will receive first priority. All other requested items (“Priority 3”, “Medium”, or “Low”) have been delayed and included in the FY 2027 capital.

The \$66.2 million will be funded through operations, cash reserves, municipal lease funds (\$4.78 million), and donations (\$3.6 million). A summary is provided below:

1. Equipment - \$5,613,300
2. IT/EMR/Business Systems - \$5,027,825
3. Building Projects/Properties - \$55,592,169

It is recommended that District management be provided the discretion to prioritize and approve any capital item request, provided the cash position of the District reflects the ability to do so and as long as it's within the scope described above.

In addition, we have included the District's multi-year capital plan through FY 2029.

Tahoe Forest Hospital District
Capital Budget
FY 2026

	Recommended Approved Capital Budget
Capital Budget:	
TFH Equipment	\$ 5,192,400
IVCH Equipment	365,400
TCFH Equipment	55,500
Total Equipment	<u>\$ 5,613,300</u>
 Total IT/EMR/Business Systems	 <u>\$ 5,027,825</u>
 TFH Building Projects/Properties	 \$ 50,661,540
IVCH Building Projects/Properties	4,647,629
TCFH Building Projects/Properties	283,000
Total Building Projects/Properties	<u>\$ 55,592,169</u>
 Total	 <u><u>\$ 66,233,294</u></u>

Tahoe Forest Hospital District
Cash Flow Schedule of FY 2026 Capital Budget

	FY 2026	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
Recommended Approved FY 2026 Capital Budget:					
TFH Equipment	\$ 5,192,400	\$ 1,750,500	\$ 1,651,800	\$ 1,141,000	\$ 649,100
IVCH Equipment	365,400	8,400	112,800	208,100	36,100
TCFH Equipment	55,500	5,200	-	10,800	39,500
Total Equipment	<u>\$ 5,613,300</u>	<u>\$ 1,764,100</u>	<u>\$ 1,764,600</u>	<u>\$ 1,359,900</u>	<u>\$ 724,700</u>
Total IT/EMR/Business Systems	<u>\$ 5,027,825</u>	<u>\$ 928,180</u>	<u>\$ 3,335,718</u>	<u>\$ 521,427</u>	<u>\$ 242,500</u>
TFH Building Projects/Properties	\$ 50,661,540	\$ 12,742,932	\$ 13,760,236	\$ 11,043,993	\$ 13,114,379
IVCH Building Projects/Properties	4,647,629	315,000	720,000	1,829,500	1,783,129
TCFH/TSC Building Projects/Properties	283,000	70,000	70,000	143,000	-
Total Building Projects/Properties	<u>\$ 55,592,169</u>	<u>\$ 13,127,932</u>	<u>\$ 14,550,236</u>	<u>\$ 13,016,493</u>	<u>\$ 14,897,508</u>
Total	<u>\$ 66,233,294</u>	<u>\$ 15,820,212</u>	<u>\$ 19,650,554</u>	<u>\$ 14,897,820</u>	<u>\$ 15,864,708</u>

Tahoe Forest Hospital District
Multi-year Capital Plan

	BUDGET FY 2026	FY 2027	FY 2028	FY 2029
<u>INVESTMENT IN CAPITAL</u>				
Capital Equipment	5,613,300	5,042,300	1,715,150	1,483,000
IT/EMR/Business Systems	5,027,825	2,375,000	2,140,000	3,201,500
Building Projects/Properties	55,592,169	52,041,218	25,442,939	27,020,298
Total	<u>\$ 66,233,294</u>	<u>\$ 59,458,518</u>	<u>\$ 29,298,089</u>	<u>\$ 31,704,798</u>

Tahoe Forest Hospital District
Extended Capital Plan

	<u>FY 2030</u>	<u>FY 2031</u>	<u>FY 2032</u>	<u>FY 2033</u>	<u>FY 2034</u>	<u>FY 2035</u>
<u>INVESTMENT IN CAPITAL</u>						
Capital Equipment	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000	3,000,000
IT/EMR/Business Systems	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Building Projects/Properties	14,638,570	38,562,927	9,850,931	10,379,243	10,000,000	10,000,000
Total	<u>\$ 19,638,570</u>	<u>\$ 43,562,927</u>	<u>\$ 14,850,931</u>	<u>\$ 15,379,243</u>	<u>\$ 15,000,000</u>	<u>\$ 15,000,000</u>

Tahoe Forest Hospital District Ratio Analysis and Financial Forecasts

Within this section you will find the District Standard and Poor's ratio calculations for Audited FY 2019 – FY 2024, Projected 2025, Budget 2026, plus an additional 9 year projection through 2035, the Median Ratios for the U.S. Not-For Profit Health Care Stand-Alone Hospital Median Financial Ratios ranging from BBB- to AA+, and the definitions of each ratio (how it's calculated, what it means and if the trend should be up or down).

Also in this section you will find two sets of 10 year forecasts for Tahoe Forest Hospital District's Balance Sheet, Income Statement, Statement of Cash Flows, and Ratio's. The first set reflects minor additional debt from Municipal Leases, and the second reflects additional new debt totaling \$50 million. The forecasts demonstrate what the District's cash position would look like based upon EBIDA amounts, pressure from future capital investment requirements, and the impact of future additional debt for the facility master plan and construction projects.

Both forecasts demonstrate potential stability of the District's cash position reflecting Days Cash on Hand above the BBB- ratio level, with the \$50 million of additional debt forecast reflecting the District closer to the A- ratio level. It will be imperative for the District to continue our focus on increasing volume/revenues while decreasing expenses as we continue to refine the District's overall master plan for the next 10 years.

TAHOE FOREST HOSPITAL DISTRICT
SUMMARY OF FINANCIAL STATEMENTS AND RATIO ANALYSIS (000's OMITTED) - WITH MUNICIPAL LEASE DEBT \$10 MILLION

	Audited 2019	Audited 2020	Audited 2021	Audited 2022	Audited 2023	Audited 2024	Projected 2025	Budget 2026	Projected 2027	Projected 2028	Projected 2029	Projected 2030	Projected 2031	Projected 2032	Projected 2033	Projected 2034	Projected 2035
Net Patient Revenue	\$188,880	\$205,979	\$237,686	\$263,836	\$284,394	\$306,941	\$342,929	\$349,904	\$359,535	\$369,394	\$378,618	\$388,029	\$397,627	\$407,413	\$417,390	\$427,556	\$437,913
Tax Revenue	12,769	13,205	13,333	14,720	15,923	16,385	17,871	16,813	17,946	18,550	19,193	19,848	20,530	21,226	21,943	22,672	23,424
Other Operating Revenue	11,106	12,448	11,752	13,979	16,289	21,988	22,069	22,943	23,172	23,404	23,638	23,874	24,113	24,354	24,598	24,844	25,092
Total Operating Revenues	212,755	231,632	262,771	292,535	316,606	345,314	382,870	389,660	400,654	411,348	421,449	431,751	442,269	452,994	463,930	475,072	486,429
Total Operating Expenses	196,639	216,177	234,961	260,059	297,561	320,062	356,245	376,090	390,095	400,862	413,471	424,187	435,054	446,365	459,140	471,327	483,863
Income from Operations	16,115	15,454	27,810	32,477	19,045	25,252	26,625	13,569	10,559	10,486	7,978	7,564	7,216	6,629	4,790	3,745	2,566
Net Nonoperating Income	4,207	17,623	(408)	373	6,667	12,651	9,986	10,389	12,827	8,485	8,849	9,059	9,556	9,442	10,033	10,631	11,283
Excess of Revenue Over Expenses	20,323	33,078	27,402	32,850	25,711	37,903	36,610	23,958	23,386	18,971	16,828	16,623	16,771	16,070	14,822	14,376	13,848
Add Depreciation & Amortization Expense	13,534	13,166	14,798	18,209	19,757	20,445	21,941	23,949	25,306	25,801	27,969	27,960	27,806	27,756	28,786	28,816	28,846
Add Interest Expense on Revenue Debt	1,317	1,436	1,437	2,602	2,474	2,389	2,328	2,414	2,277	2,148	2,013	1,874	1,729	1,581	1,483	1,469	1,469
Add Interest Expense on GO Debt	3,814	3,621	3,484	3,416	3,330	3,246	3,149	2,989	2,742	25,814	2,429	2,261	2,078	1,916	1,755	1,580	1,390
Less GO Bond Ad Valorem Taxes	(5,220)	(5,220)	(4,900)	(5,569)	(5,708)	(5,581)	(5,768)	(5,622)	(6,084)	(6,273)	(6,487)	(6,697)	(6,918)	(7,138)	(7,361)	(7,580)	(7,804)
Less Unrestricted Ad Valorem Taxes	(7,549)	(7,985)	(8,432)	(9,151)	(10,215)	(10,804)	(12,103)	(11,190)	(11,862)	(12,277)	(12,707)	(13,151)	(13,612)	(14,088)	(14,581)	(15,092)	(15,620)
Impairment losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EBIDA	\$38,987	\$51,300	\$47,121	\$57,076	\$51,272	\$63,984	\$64,028	\$53,311	\$53,712	\$72,734	\$49,240	\$48,717	\$48,384	\$47,323	\$46,846	\$46,241	\$45,553
Operating EBIDA	\$34,780	\$33,677	\$47,529	\$56,703	\$44,606	\$51,333	\$54,042	\$42,922	\$40,885	\$64,249	\$40,390	\$39,659	\$38,829	\$37,882	\$36,814	\$35,610	\$34,271
EBIDA Margin	18.3%	22.1%	17.9%	19.5%	16.2%	18.5%	16.7%	13.7%	13.4%	17.7%	11.7%	11.3%	10.9%	10.4%	10.1%	9.7%	9.4%
Operating EBIDA Margin	16.3%	14.5%	18.1%	19.4%	14.1%	14.9%	14.1%	11.0%	10.2%	15.6%	9.6%	9.2%	8.8%	8.4%	7.9%	7.5%	7.0%
Operating Margin	7.6%	6.7%	10.6%	11.1%	6.0%	7.3%	7.0%	3.5%	2.6%	2.5%	1.9%	1.8%	1.6%	1.5%	1.0%	0.8%	0.5%
Excess Margin	9.6%	14.3%	10.4%	11.2%	8.1%	11.0%	9.6%	6.1%	5.8%	4.6%	4.0%	3.9%	3.8%	3.5%	3.2%	3.0%	2.8%
MADS Coverage Ratio - No Go Bond	8.16x	10.74x	9.86x	11.95x	10.73x	16.94x	16.57x	16.04x	13.50x	18.28x	12.37x	12.24x	13.27x	15.89x	28.48x	N/A	N/A
MADS Coverage Ratio	3.92x	5.15x	4.73x	5.73x	5.15x	6.88x	6.50x	5.41x	5.11x	6.92x	4.69x	4.64x	4.64x	4.75x	5.30x	5.55x	5.63x
Cash and Cash Equivalents	\$24,370	\$61,289	\$91,298	\$25,419	\$32,012	\$69,761	\$48,253	\$28,697	\$29,757	\$30,615	\$31,485	\$32,381	\$33,302	\$34,249	\$35,227	\$36,241	\$37,284
Board Designated Assets	65,374	75,547	75,556	131,181	115,878	116,711	168,187	154,024	147,316	158,404	163,157	179,256	170,749	190,267	209,888	231,445	252,201
Total Unrestricted Cash	\$89,744	\$136,836	\$166,854	\$156,600	\$147,890	\$186,472	\$216,440	\$182,722	\$177,074	\$189,019	\$194,643	\$211,637	\$204,050	\$224,515	\$245,115	\$267,686	\$289,485
Daily Cash Requirements	\$502	\$556	\$603	\$663	\$761	\$821	\$916	\$965	\$999	\$1,028	\$1,056	\$1,086	\$1,116	\$1,147	\$1,179	\$1,212	\$1,247
Days' Cash on Hand	178.9	246.0	276.6	236.3	194.3	227.2	236.3	189.4	177.2	183.9	184.3	195.0	182.9	195.8	207.9	220.8	232.2
Net Other Long-term Debt	\$35,101	\$28,129	\$24,006	\$19,517	\$20,265	\$17,798	\$20,516	\$17,920	\$18,198	\$14,861	\$11,399	\$7,807	\$4,415	\$1,584	\$0	\$0	\$0
Net GO Bond Long-term Debt	\$100,385	\$102,137	\$100,455	\$98,782	\$92,510	\$89,882	\$86,964	\$83,747	\$80,204	\$76,311	\$72,054	\$67,416	\$62,374	\$56,951	\$51,143	\$44,941	\$38,323
Unrestricted Net Assets	151,605	184,090	210,708	241,984	265,980	307,366	341,691	365,650	389,036	408,007	424,835	441,457	458,229	474,299	489,121	503,497	517,345
Total Capital	\$287,090	\$314,357	\$335,169	\$360,283	\$378,754	\$415,046	\$449,171	\$467,317	\$487,438	\$499,179	\$508,287	\$516,680	\$525,017	\$532,834	\$540,264	\$548,437	\$555,668
Unrestricted Cash to L-T Debt - No GO Bond	255.7%	486.5%	695.0%	802.4%	729.8%	1047.7%	1055.0%	1019.6%	973.0%	1271.9%	1707.6%	2711.0%	4622.1%	14175.1%	N/A	N/A	N/A
Unrestricted Cash to L-T Debt	66.2%	105.0%	134.1%	132.4%	131.1%	173.2%	201.4%	179.7%	179.9%	207.3%	233.2%	281.3%	305.5%	383.6%	479.3%	595.6%	755.4%
L-T Debt to Capitalization - No GO Bond	18.8%	13.3%	10.2%	7.5%	7.1%	5.5%	5.7%	4.7%	4.5%	3.5%	2.6%	1.7%	1.0%	0.3%	0.0%	0.0%	0.0%
L-T Debt to Capitalization	47.2%	41.4%	37.1%	32.8%	29.8%	25.9%	23.9%	21.8%	20.2%	18.3%	16.4%	14.6%	12.7%	11.0%	9.5%	8.2%	6.9%
Net Accounts Receivable	\$27,218	\$29,478	\$35,774	\$41,866	\$48,555	\$51,526	\$55,463	\$55,791	\$51,221	\$50,602	\$51,865	\$53,155	\$54,469	\$55,810	\$57,177	\$58,569	\$59,988
Net Patient Revenue	\$188,880	\$205,979	\$237,686	\$263,836	\$284,394	\$306,941	\$342,929	\$349,904	\$359,535	\$369,394	\$378,618	\$388,029	\$397,627	\$407,413	\$417,390	\$427,556	\$437,913
Days in Accounts Receivable	53	52	55	58	62	61	59	58	52	50	50	50	50	50	50	50	50
Ratio is within the A- to AA+ range																	
Ratio is within BBB- to BBB+ range																	
Ratio is not in acceptable range																	

TAHOE FOREST HOSPITAL DISTRICT
BALANCE SHEET - 10 YEAR FORECAST - WITH MUNICIPAL LEASE DEBT \$10 MILLION

	PROJECTED 2025	BUDGET 2026	PROJECTED 2027	PROJECTED 2028	PROJECTED 2029	PROJECTED 2030	PROJECTED 2031	PROJECTED 2032	PROJECTED 2033	PROJECTED 2034	PROJECTED 2035
ASSETS											
CURRENT ASSETS											
* CASH	\$ 48,253,047	\$ 28,697,451	\$ 29,757,223	\$ 30,614,754	\$ 31,485,402	\$ 32,380,803	\$ 33,301,636	\$ 34,248,751	\$ 35,227,360	\$ 36,240,903	\$ 37,284,434
PATIENT ACCOUNTS RECEIVABLE - NET	55,462,643	55,791,435	51,221,493	50,601,893	51,865,488	53,154,607	54,469,417	55,810,061	57,176,655	58,569,293	59,988,035
OTHER RECEIVABLES	8,586,588	9,445,247	10,389,772	11,324,851	12,230,839	13,086,998	13,872,218	14,704,551	15,586,824	16,522,033	17,513,356
GO BOND RECEIVABLES	351,869	351,869	351,869	351,869	351,869	351,869	351,869	351,869	351,869	351,869	351,869
ASSETS LIMITED OR RESTRICTED	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931
INVENTORIES	5,551,123	6,509,463	6,683,404	6,996,507	7,308,032	7,632,709	7,971,033	8,323,510	8,690,665	9,073,030	9,471,156
PREPAID EXPENSES & DEPOSITS	2,692,999	3,124,347	3,539,885	3,974,229	4,420,932	4,872,309	5,319,587	5,807,926	6,341,093	6,923,205	7,558,756
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	15,091,025	14,606,623	13,276,623	14,226,623	14,226,623	14,226,623	14,226,623	14,226,623	14,226,623	14,226,623	14,226,623
TOTAL CURRENT ASSETS	146,667,226	129,204,366	125,898,200	128,768,657	132,567,117	136,383,850	140,190,314	144,151,222	148,279,020	152,584,888	157,072,159
NON CURRENT ASSETS											
ASSETS LIMITED OR RESTRICTED:											
* CASH RESERVE FUND	74,318,166	60,155,488	53,447,709	64,535,702	69,288,886	85,387,468	76,879,961	96,398,128	116,019,466	137,576,123	158,332,144
* CASH INVESTMENT FUND	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574
UNREALIZED GAIN/(LOSS) CASH INVESTMENT FUND	6,192,086	9,792,086	8,032,706	8,652,673	9,645,385	10,037,228	9,964,098	8,575,496	6,070,224	4,348,674	2,599,085
MUNICIPAL LEASE 2025 & 2027	4,593,879	-	1,850,000	-	-	-	-	-	-	-	-
TOTAL BOND TRUSTEE 2017	22,980	22,980	22,980	22,980	22,980	22,980	22,980	22,980	-	-	-
TOTAL BOND TRUSTEE 2015	1,415,001	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,168	1,645,169	1,645,169	-	-
GO BOND TAX REVENUE FUND	5,212,987	4,470,466	4,719,716	4,988,991	5,278,341	5,573,359	5,886,390	6,186,566	6,490,709	6,797,640	7,116,990
DIAGNOSTIC IMAGING FUND	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700
DONOR RESTRICTED FUND	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647
WORKERS COMPENSATION FUND	13,633	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL	186,843,652	171,181,110	164,813,201	174,940,435	180,975,682	197,761,125	189,493,518	207,923,260	225,320,489	243,817,358	263,143,140
LESS CURRENT PORTION	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)
TOTAL ASSETS LIMITED OR RESTRICTED - NET	176,165,721	160,503,179	154,135,270	164,262,504	170,297,751	187,083,194	178,815,587	197,245,329	214,642,558	233,139,427	252,465,209
NONCURRENT ASSETS AND INVESTMENTS:											
INVESTMENT IN TSC, LLC	(5,295,714)	(7,118,302)	(7,918,302)	(8,718,302)	(9,518,302)	(10,318,302)	(11,118,302)	(11,918,302)	(12,718,302)	(13,518,302)	(14,318,302)
PROPERTY HELD FOR FUTURE EXPANSION	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972
PROPERTY & EQUIPMENT, CIP NET	197,902,019	240,266,781	274,418,873	277,915,837	281,651,201	273,329,987	289,087,190	276,182,236	262,775,594	248,959,709	235,113,824
TOTAL ASSETS	517,156,223	524,572,996	548,251,012	563,945,668	576,714,738	588,195,701	598,691,761	607,377,456	614,695,842	622,882,694	632,049,862
DEFERRED OUTFLOW OF RESOURCES:											
DEFERRED LOSS ON DEFEASANCE	193,943	155,155	116,366	77,578	38,789	-	-	-	-	-	-
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DERIVATIVE	204,560	204,560	204,560	204,560	204,560	204,560	204,560	204,560	-	-	-
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	3,991,894	3,707,434	3,422,974	3,138,514	2,854,054	2,569,594	2,285,134	2,000,674	1,716,214	1,431,754	1,147,294
GO BOND DEFERRED FINANCING COSTS	389,028	361,178	333,328	305,478	277,628	249,778	221,928	194,078	166,228	138,378	110,528
DEFERRED FINANCING COSTS	99,865	87,373	74,881	62,389	49,897	37,405	24,913	12,421	-	-	-
INTANGIBLE LEASE ASSET NET OF ACCUM AMORTIZATION	10,030,442	12,061,153	10,354,517	10,040,084	8,449,777	7,617,490	6,301,550	10,363,358	12,135,465	10,675,854	9,085,547
RIGHT-TO-USE SUBSCRIPTION ASSET NET OF ACCUM AMORTIZATION	23,292,680	20,940,313	19,546,307	18,152,301	16,758,295	15,364,289	13,970,283	12,576,277	11,182,271	9,788,265	8,394,259
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 38,202,411	\$ 37,517,165	\$ 34,052,932	\$ 31,980,903	\$ 28,632,999	\$ 26,043,115	\$ 23,008,367	\$ 25,351,367	\$ 25,200,177	\$ 22,034,250	\$ 18,737,627
TOTAL ASSETS	\$ 555,358,634	\$ 562,090,160	\$ 582,303,944	\$ 595,926,570	\$ 605,347,738	\$ 614,238,816	\$ 621,700,127	\$ 632,728,823	\$ 639,896,019	\$ 644,916,943	\$ 650,787,489

	PROJECTED 2025	BUDGET 2026	PROJECTED 2027	PROJECTED 2028	PROJECTED 2029	PROJECTED 2030	PROJECTED 2031	PROJECTED 2032	PROJECTED 2033	PROJECTED 2034	PROJECTED 2035
LIABILITIES											
CURRENT LIABILITIES											
ACCOUNTS PAYABLE	\$ 9,659,022	11,478,980	\$ 13,886,704	\$ 14,286,885	\$ 14,693,188	\$ 15,111,041	\$ 15,540,763	\$ 15,982,751	\$ 16,439,435	\$ 16,912,422	\$ 17,399,403
ACCRUED PAYROLL & RELATED COSTS	37,047,145	26,539,145	27,866,102	28,702,085	29,563,148	30,450,042	31,363,544	32,304,450	33,273,583	34,271,791	35,299,945
INTEREST PAYABLE	380,206	259,196	224,138	187,923	150,510	111,855	71,917	30,648	-	-	-
INTEREST PAYABLE GO BOND	1,281,473	1,440,466	1,364,716	1,283,991	1,208,341	1,123,359	1,031,391	951,566	870,709	782,641	686,991
SUBSCRIPTION LIABILITY	25,171,118	22,228,690	20,034,684	17,840,678	15,646,672	13,452,666	11,258,660	9,064,654	6,870,648	4,676,642	2,482,636
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	6,090,298	594,617	594,617	594,617	594,617	594,617	594,617	594,617	594,617	594,617	594,617
HEALTH INSURANCE PLAN	3,219,201	5,012,643	5,188,086	5,343,728	5,504,040	5,669,161	5,839,236	6,014,413	6,194,846	6,380,691	6,572,112
WORKERS COMPENSATION PLAN	2,297,841	2,636,873	2,768,717	2,851,779	2,937,332	3,025,452	3,116,216	3,209,702	3,305,993	3,405,173	3,507,328
COMPREHENSIVE LIABILITY INSURANCE PLAN	2,771,063	2,854,195	2,939,821	3,028,015	3,118,856	3,212,421	3,308,794	3,408,058	3,510,300	3,615,609	3,724,077
CURRENT MATURITIES OF GO BOND DEBT	2,440,000	3,030,000	3,355,000	3,705,000	4,070,000	4,450,000	4,855,000	5,235,000	5,620,000	6,015,000	6,430,000
CURRENT MATURITIES OF OTHER LONG TERM DEBT	4,371,046	5,364,981	5,201,790	5,070,465	5,193,816	5,322,034	5,455,316	5,258,345	3,625,954	1,771,418	1,771,418
TOTAL CURRENT LIABILITIES	94,728,414	81,439,787	83,424,376	82,895,167	82,680,518	82,522,650	82,435,454	82,054,204	80,306,085	78,426,003	78,468,526
NONCURRENT LIABILITIES											
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	29,888,580	28,825,144	26,906,950	25,714,972	22,554,159	19,430,331	15,062,597	15,637,478	15,555,049	14,095,438	12,505,131
GO BOND DEBT NET OF CURRENT MATURITIES	87,643,341	84,768,496	81,529,862	77,902,439	73,871,229	69,421,229	64,566,229	59,331,229	53,711,229	47,696,229	41,266,229
DERIVATIVE INSTRUMENT LIABILITY	204,560	204,560	204,560	204,560	204,560	204,560	204,560	204,560	-	-	-
TOTAL LIABILITIES	212,464,894	195,237,987	192,065,747	186,717,138	179,310,466	171,578,769	162,268,839	157,227,470	149,572,363	140,217,670	132,239,886
NET ASSETS											
NET INVESTMENT IN CAPITAL ASSETS	341,691,092	365,649,526	389,035,550	408,006,785	424,834,625	441,457,399	458,228,641	474,298,705	489,121,010	503,496,626	517,344,956
RESTRICTED	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647
TOTAL NET POSITION	\$ 342,893,739	\$ 366,852,173	\$ 390,238,197	\$ 409,209,432	\$ 426,037,272	\$ 442,660,046	\$ 459,431,288	\$ 475,501,352	\$ 490,323,657	\$ 504,699,273	\$ 518,547,603
TOTAL LIABILITIES AND NET POSITION	\$ 555,358,634	\$ 562,090,160	\$ 582,303,944	\$ 595,926,570	\$ 605,347,738	\$ 614,238,816	\$ 621,700,127	\$ 632,728,823	\$ 639,896,019	\$ 644,916,943	\$ 650,787,489

* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE - 10 YEAR FORECAST - WITH MUNICIPAL LEASE DEBT \$10 MILLION

	PROJECTED FYE 6/30/25	BUDGET FYE 6/30/26	PROJECTED FYE 6/30/27	PROJECTED FYE 6/30/28	PROJECTED FYE 6/30/29	PROJECTED FYE 6/30/30	PROJECTED FYE 6/30/31	PROJECTED FYE 6/30/32	PROJECTED FYE 6/30/33	PROJECTED FYE 6/30/34	PROJECTED FYE 6/30/35
OPERATING REVENUE											
Total Gross Revenue	\$ 730,080,863	\$ 765,397,023	\$ 795,161,683	\$ 826,099,905	\$ 856,303,742	\$ 887,624,725	\$ 920,104,437	\$ 953,786,014	\$ 988,714,203	\$ 1,024,935,424	\$ 1,062,497,829
Gross Revenues - Inpatient											
Daily Hospital Service	41,720,931	42,561,048	43,412,269	44,280,514	45,166,125	46,069,447	46,990,836	47,930,653	48,889,266	49,867,051	50,864,392
Ancillary Service - Inpatient	53,550,912	54,851,867	57,045,942	59,327,779	61,552,571	63,860,792	66,255,572	68,740,156	71,317,912	73,992,334	76,767,046
Total Gross Revenue - Inpatient	95,271,843	97,412,915	100,458,211	103,608,294	106,718,696	109,930,240	113,246,408	116,670,809	120,207,178	123,859,385	127,631,438
Gross Revenue - Outpatient	634,809,019	667,984,108	694,703,472	722,491,611	749,585,047	777,694,486	806,858,029	837,115,205	868,507,025	901,076,039	934,866,390
Total Gross Revenue - Outpatient	634,809,019	667,984,108	694,703,472	722,491,611	749,585,047	777,694,486	806,858,029	837,115,205	868,507,025	901,076,039	934,866,390
Deductions from Revenue:											
Contractual Allowances	378,035,959	388,450,175	405,941,660	424,214,374	442,293,397	461,134,017	480,768,015	501,228,489	522,549,906	544,768,157	567,920,617
Charity Care	4,457,008	15,307,941	16,698,396	18,174,198	19,694,987	21,302,994	23,002,612	24,798,437	26,695,284	28,698,193	30,812,438
Bad Debt	6,148,355	11,734,652	12,986,149	14,317,515	15,697,296	17,159,080	18,707,064	20,345,646	22,079,429	23,913,237	25,852,121
Prior Period Settlements	(1,489,889)	-	-	-	-	-	-	-	-	-	-
Total Deductions from Revenue	387,151,432	415,492,768	435,626,205	456,706,088	477,685,680	499,596,091	522,477,691	546,372,572	571,324,619	597,379,586	624,585,176
Other Operating Revenue	22,069,094	22,942,810	23,172,238	23,403,960	23,638,000	23,874,380	24,113,124	24,354,255	24,597,798	24,843,776	25,092,213
Wellness Neighborhood-RPT, Grants, Donations	1,254,008	1,447,425	1,469,137	1,491,174	1,513,541	1,536,244	1,559,288	1,582,677	1,606,418	1,630,514	1,654,972
TOTAL OPERATING REVENUE	366,252,532	374,294,490	384,176,853	394,288,951	403,769,604	413,439,259	423,299,158	433,350,374	443,593,799	454,030,127	464,659,838
OPERATING EXPENSES											
Salaries, Wages & Benefits	192,177,571	193,724,332	203,410,549	209,512,865	215,798,251	222,272,199	228,940,365	235,808,576	242,882,833	250,169,318	257,674,397
Benefits Workers Compensation	1,205,862	1,383,780	1,452,969	1,496,558	1,541,455	1,587,698	1,635,329	1,684,389	1,734,921	1,786,969	1,840,578
Benefits Medical Insurance	30,667,915	36,592,296	37,873,026	39,009,217	40,179,494	41,384,878	42,626,425	43,905,218	45,222,374	46,579,045	47,976,417
Professional Fees	11,099,565	12,321,059	12,690,691	13,071,411	13,463,554	13,867,460	14,283,484	14,711,989	15,153,348	15,607,949	16,076,187
Supplies	55,704,652	62,210,894	62,620,827	64,269,099	65,814,445	67,390,599	68,997,763	70,636,111	72,305,789	74,006,911	75,739,554
Purchased Services	25,679,938	27,084,718	27,897,260	28,734,178	29,596,203	30,484,089	31,398,612	32,340,570	33,310,787	34,310,111	35,339,414
Other	12,291,809	13,421,168	13,823,803	14,238,517	14,665,672	15,105,642	15,558,812	16,025,576	16,506,343	17,001,534	17,511,580
TOTAL OPERATING EXPENSE	328,827,312	346,738,247	359,769,124	370,331,845	381,059,074	392,092,567	403,440,789	415,112,429	427,116,396	439,461,836	452,158,127
NET OPERATING REV(EXP) EBIDA	\$ 37,425,220	\$ 27,556,243	\$ 24,407,728	\$ 23,957,106	\$ 22,710,530	\$ 21,346,692	\$ 19,858,369	\$ 18,237,946	\$ 16,477,403	\$ 14,568,291	\$ 12,501,711
NON-OPERATING REVENUE											
District and County Taxes	10,849,480	9,743,030	10,392,746	10,785,874	11,193,204	11,615,236	12,052,495	12,505,518	12,974,864	13,461,113	13,964,862
District and County Taxes - GO Bond	5,767,598	5,622,306	6,084,431	6,272,981	6,486,681	6,696,719	6,917,781	7,138,131	7,361,419	7,580,281	7,803,981
Interest Income	4,450,724	3,622,273	4,568,038	4,426,838	4,725,476	4,866,072	5,290,921	5,101,254	5,612,886	6,127,885	6,692,140
Donations	1,244,435	5,037,312	5,506,657	1,306,657	1,371,989	1,440,589	1,512,618	1,588,249	1,667,662	1,751,045	1,838,597
Gain/(Loss)	4,290,540	1,729,412	2,752,000	2,752,000	2,752,000	2,752,000	2,752,000	2,752,000	2,752,000	2,752,000	2,752,000
Depreciation	(21,941,068)	(23,948,916)	(25,306,426)	(25,801,125)	(27,969,434)	(27,959,784)	(27,805,724)	(27,755,885)	(28,785,885)	(28,815,885)	(28,845,885)
Interest Expense	(2,328,104)	(2,414,076)	(2,277,093)	(2,147,660)	(2,013,316)	(1,873,868)	(1,729,110)	(1,580,713)	(1,483,151)	(1,469,154)	(1,469,154)
Interest Expense - GO Bond	(3,148,508)	(2,989,151)	(2,742,056)	(2,581,435)	(2,429,289)	(2,260,882)	(2,078,109)	(1,916,435)	(1,754,894)	(1,579,959)	(1,389,923)
TOTAL NON-OPERATING REVENUE	(814,903)	(3,597,810)	(1,021,704)	(4,985,870)	(5,882,690)	(4,723,918)	(3,087,128)	(2,167,881)	(1,655,099)	(192,674)	1,346,619
EXCESS REVENUE(EXPENSE)	\$ 36,610,317	\$ 23,958,434	\$ 23,386,024	\$ 18,971,236	\$ 16,827,840	\$ 16,622,774	\$ 16,771,241	\$ 16,070,065	\$ 14,822,304	\$ 14,375,617	\$ 13,848,330
PREVIOUS PROJECTIONS FROM FY25 BUDGE	\$ 18,277,293	\$ 18,109,273	\$ 13,875,892	\$ 13,323,238	\$ 11,487,830	\$ 8,488,710	\$ 7,204,526	\$ 7,593,002	\$ 7,404,313	\$ 4,828,833	
CURRENT PROJECTIONS VS PREVIOUS	\$ 18,333,024	\$ 5,849,161	\$ 9,510,132	\$ 5,647,998	\$ 5,340,010	\$ 8,134,064	\$ 9,566,715	\$ 8,477,063	\$ 7,417,991	\$ 9,546,784	

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE - 10 YEAR FORECAST - WITH MUNICIPAL LEASE DEBT \$10 MILLION

	PROJECTED FYE 6/30/25	BUDGET FYE 6/30/26	PROJECTED FYE 6/30/27	PROJECTED FYE 6/30/28	PROJECTED FYE 6/30/29	PROJECTED FYE 6/30/30	PROJECTED FYE 6/30/31	PROJECTED FYE 6/30/32	PROJECTED FYE 6/30/33	PROJECTED FYE 6/30/34	PROJECTED FYE 6/30/35
RETURN ON GROSS REVENUE EBIDA	5.1%	3.6%	3.1%	2.9%	2.7%	2.4%	2.2%	1.9%	1.7%	1.4%	1.2%
RETURN ON EQUITY	12.0%	7.0%	6.4%	4.9%	4.1%	3.9%	3.8%	3.5%	3.1%	2.9%	2.7%
RETURN ON EQUITY (excluding donations)	11.5%	5.5%	4.9%	4.5%	3.8%	3.6%	3.4%	3.2%	2.8%	2.6%	2.4%
INPATIENT REV AS A % OF GROSS REV	13.0%	12.7%	12.6%	12.5%	12.5%	12.4%	12.3%	12.2%	12.2%	12.1%	12.0%
OUTPATIENT REV AS A % OF GROSS REV	87.0%	87.3%	87.4%	87.5%	87.5%	87.6%	87.7%	87.8%	87.8%	87.9%	88.0%
CONTRACTUAL ADJ AS A % OF GROSS REV	51.8%	50.8%	51.1%	51.4%	51.7%	52.0%	52.3%	52.6%	52.9%	53.2%	53.5%
CHARITY CARE AS A % OF GROSS REV	0.6%	2.0%	2.1%	2.2%	2.3%	2.4%	2.5%	2.6%	2.7%	2.8%	2.9%
BAD DEBT AS A % OF GROSS REV	0.8%	1.5%	1.6%	1.7%	1.8%	1.9%	2.0%	2.1%	2.2%	2.3%	2.4%
SALARIES, WAGES & BEN AS A % OF NET RE'	52.5%	51.8%	52.9%	53.1%	53.4%	53.8%	54.1%	54.4%	54.8%	55.1%	55.5%
WORKERS COMP AS A % OF NET REV	0.3%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
MEDICAL INSURANCE AS A % OF NET REV	8.4%	9.8%	9.9%	9.9%	10.0%	10.0%	10.1%	10.1%	10.2%	10.3%	10.3%
PROFESSIONAL FEES AS A % OF NET REV	3.0%	3.3%	3.3%	3.3%	3.3%	3.4%	3.4%	3.4%	3.4%	3.4%	3.5%
SUPPLIES AS A % OF NET REV	15.2%	16.6%	16.3%	16.3%	16.3%	16.3%	16.3%	16.3%	16.3%	16.3%	16.3%
PURCHASED SVCS AS A % OF NET REV	7.0%	7.2%	7.3%	7.3%	7.3%	7.4%	7.4%	7.5%	7.5%	7.6%	7.6%
OTHER AS A % OF NET REV	3.4%	3.6%	3.6%	3.6%	3.6%	3.7%	3.7%	3.7%	3.7%	3.7%	3.8%

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS - 10 YEAR FORECAST - WITH MUNICIPAL LEASE DEBT \$10 MILLION

	PROJECTED FYE 2025		BUDGET FYE 2026	PROJECTED FYE 2027	PROJECTED FYE 2028	PROJECTED FYE 2029	PROJECTED FYE 2030	PROJECTED FYE 2031	PROJECTED FYE 2032	PROJECTED FYE 2033	PROJECTED FYE 2034	PROJECTED FYE 2035
Net Operating Rev/(Exp) - EBIDA	\$ 37,425,220		\$ 27,556,243	\$ 24,407,728	\$ 23,957,106	\$ 22,710,530	\$ 21,346,692	\$ 19,858,369	\$ 18,237,946	\$ 16,477,403	\$ 14,568,291	\$ 12,501,711
Interest Income	3,762,036		3,622,400	4,331,597	4,462,138	4,650,816	4,830,923	5,184,709	5,148,671	5,484,978	5,999,135	6,551,076
Property Tax Revenue	11,291,163		11,320,000	10,472,517	10,746,562	11,152,471	11,573,033	12,008,769	12,460,215	12,927,930	13,412,488	13,914,487
Donations	1,190,976		5,037,312	5,459,722	1,726,657	1,365,456	1,433,729	1,505,415	1,580,686	1,659,720	1,742,706	1,829,842
Emergency Funds	-		-	-	-	-	-	-	-	-	-	-
Debt Service Payments	(3,387,922)		(3,876,518)	(4,016,533)	(4,006,824)	(3,996,921)	(3,986,819)	(3,976,516)	(3,632,363)	(2,239,976)	-	-
Property Purchase Agreement	(811,927)		(473,624)	-	-	-	-	-	-	-	-	-
Municipal Lease 2025	(334,535)		(1,000,932)	(1,000,929)	(1,000,929)	(1,000,929)	(1,000,929)	(1,000,929)	(667,286)	-	-	-
Copier Lease	-		-	-	-	-	-	-	-	-	-	-
2017 VR Revenue Bond	(795,185)		(756,793)	(714,332)	(704,623)	(694,720)	(684,618)	(674,315)	(663,805)	-	-	-
2015 Revenue Bond	(1,446,275)		(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,583,873)	-	-
Muni Lease 2027	-		-	(656,103)	(656,103)	(656,103)	(656,103)	(656,103)	(656,103)	(656,103)	-	-
Physician Recruitment	(121,333)		(521,000)	(521,000)	(521,000)	(521,000)	(521,000)	(521,000)	(521,000)	(521,000)	(521,000)	(521,000)
Investment in Capital												
Equipment	(5,079,792)		(5,613,300)	(5,042,300)	(1,715,150)	(1,483,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Muni Lease 2025 & 2027 Reimbursement	1,340,632		4,780,000	2,150,000	2,000,000	-	-	-	-	-	-	-
IT/EMR/Business Systems	-		(5,027,825)	(2,375,000)	(2,140,000)	(3,201,500)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Building Projects/Properties	(11,509,771)		(55,592,169)	(52,041,218)	(25,442,939)	(27,020,298)	(14,638,570)	(38,562,927)	(9,850,931)	(10,379,243)	(10,000,000)	(10,000,000)
Change in Accounts Receivable	(3,936,979)	N1	(328,792)	4,569,942	619,600	(1,263,595)	(1,289,119)	(1,314,810)	(1,340,643)	(1,366,595)	(1,392,637)	(1,418,742)
Change in Settlement Accounts	4,514,301	N2	(5,011,279)	1,330,000	(950,000)	-	-	-	-	-	-	-
Change in Other Assets	(2,800,045)	N3	(2,248,346)	1,534,003	1,682,527	1,664,217	1,632,213	1,570,821	1,673,149	1,782,595	1,899,688	2,024,998
Change in Other Liabilities	(545,939)	N4	(7,815,000)	4,092,535	1,526,847	1,566,657	1,612,901	1,660,496	1,709,552	1,774,135	1,861,528	1,917,179
Change in Cash Balance	32,142,547		(33,718,273)	(5,648,006)	11,945,523	5,623,833	16,993,982	(7,586,674)	20,465,283	20,599,947	22,570,199	21,799,552
Beginning Unrestricted Cash	184,297,240		216,439,787	182,721,513	177,073,507	189,019,030	194,642,862	211,636,845	204,050,170	224,515,453	245,115,401	267,685,600
Ending Unrestricted Cash	216,439,787		182,721,513	177,073,507	189,019,030	194,642,862	211,636,845	204,050,170	224,515,453	245,115,401	267,685,600	289,485,152
Expense Per Day	907,275		956,582	991,907	1,020,492	1,049,513	1,079,360	1,110,055	1,141,625	1,174,245	1,208,030	1,242,814
Days Cash On Hand	239		191	179	185	185	196	184	197	209	222	233

Footnotes:
N1 - Change in Accounts Receivable reflects the 30 day delay in collections.
N2 - Change in Settlement Accounts reflect cash flows in and out related to prior year and current year Medicare and Medi-Cal settlement accounts.
N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.
N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

TAHOE FOREST HOSPITAL DISTRICT
SUMMARY OF FINANCIAL STATEMENTS AND RATIO ANALYSIS (000's OMITTED) - NEW DEBT \$50 MILLION

	Audited 2019	Audited 2020	Audited 2021	Audited 2022	Audited 2023	Audited 2024	Projected 2025	Budget 2026	Projected 2027	Projected 2028	Projected 2029	Projected 2030	Projected 2031	Projected 2032	Projected 2033	Projected 2034	Projected 2035
Net Patient Revenue	\$188,880	\$205,979	\$237,686	\$263,836	\$284,394	\$306,941	\$342,929	\$349,904	\$359,535	\$369,394	\$378,618	\$388,029	\$397,627	\$407,413	\$417,390	\$427,556	\$437,913
Tax Revenue	12,769	13,205	13,333	14,720	15,923	16,385	17,871	16,813	17,946	18,550	19,193	19,848	20,530	21,226	21,943	22,672	23,424
Other Operating Revenue	11,106	12,448	11,752	13,979	16,289	21,988	22,069	22,943	23,172	23,404	23,638	23,874	24,113	24,354	24,598	24,844	25,092
Total Operating Revenues	212,755	231,632	262,771	292,535	316,606	345,314	382,870	389,660	400,654	411,348	421,449	431,751	442,269	452,994	463,930	475,072	486,429
Total Operating Expenses	196,639	216,177	234,961	260,059	297,561	320,062	356,245	376,090	390,095	402,846	415,419	426,098	436,926	448,197	460,930	473,072	485,563
Income from Operations	16,115	15,454	27,810	32,477	19,045	25,252	26,625	13,569	10,559	8,502	6,030	5,653	5,344	4,797	3,000	1,999	866
Net Nonoperating Income	4,207	17,623	(408)	373	6,667	12,651	9,986	10,389	14,654	10,912	11,318	11,543	12,113	11,952	12,635	13,328	14,087
Excess of Revenue Over Expenses	20,323	33,078	27,402	32,850	25,711	37,903	36,610	23,958	25,213	19,414	17,348	17,197	17,457	16,749	15,635	15,327	14,952
Add Depreciation & Amortization Expense	13,534	13,166	14,798	18,209	19,757	20,445	21,941	23,949	25,306	25,801	27,969	27,960	27,806	27,756	28,786	28,816	28,846
Add Interest Expense on Revenue Debt	1,317	1,436	1,437	2,602	2,474	2,389	2,328	2,414	2,277	4,132	3,961	3,785	3,601	3,412	3,273	3,215	3,169
Add Interest Expense on GO Debt	3,814	3,621	3,484	3,416	3,330	3,246	3,149	2,989	2,742	25,814	2,429	2,261	2,078	1,916	1,755	1,580	1,390
Less GO Bond Ad Valorem Taxes	(5,220)	(5,220)	(4,900)	(5,569)	(5,708)	(5,581)	(5,768)	(5,622)	(6,084)	(6,273)	(6,487)	(6,697)	(6,918)	(7,138)	(7,361)	(7,580)	(7,804)
Less Unrestricted Ad Valorem Taxes	(7,549)	(7,985)	(8,432)	(9,151)	(10,215)	(10,804)	(12,103)	(11,190)	(11,862)	(12,277)	(12,707)	(13,151)	(13,612)	(14,088)	(14,581)	(15,092)	(15,620)
Impairment losses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EBIDA	\$38,987	\$51,300	\$47,121	\$57,076	\$51,272	\$63,984	\$64,028	\$53,311	\$55,539	\$75,161	\$51,708	\$51,202	\$50,942	\$49,833	\$49,449	\$48,937	\$48,357
Operating EBIDA	\$34,780	\$33,677	\$47,529	\$56,703	\$44,606	\$51,333	\$54,042	\$42,922	\$40,885	\$64,249	\$40,390	\$39,659	\$38,829	\$37,882	\$36,814	\$35,610	\$34,271
EBIDA Margin	18.3%	22.1%	17.9%	19.5%	16.2%	18.5%	16.7%	13.7%	13.9%	18.3%	12.3%	11.9%	11.5%	11.0%	10.7%	10.3%	9.9%
Operating EBIDA Margin	16.3%	14.5%	18.1%	19.4%	14.1%	14.9%	14.1%	11.0%	10.2%	15.6%	9.6%	9.2%	8.8%	8.4%	7.9%	7.5%	7.0%
Operating Margin	7.6%	6.7%	10.6%	11.1%	6.0%	7.3%	7.0%	3.5%	2.6%	2.1%	1.4%	1.3%	1.2%	1.1%	0.6%	0.4%	0.2%
Excess Margin	9.6%	14.3%	10.4%	11.2%	8.1%	11.0%	9.6%	6.1%	6.3%	4.7%	4.1%	4.0%	3.9%	3.7%	3.4%	3.2%	3.1%
MADS Coverage Ratio - No Go Bond	8.16x	10.74x	9.86x	11.95x	10.73x	16.94x	16.57x	16.04x	8.11x	10.98x	7.56x	7.48x	7.83x	8.53x	10.96x	17.08x	16.88x
MADS Coverage Ratio	3.92x	5.15x	4.73x	5.73x	5.15x	6.88x	6.50x	5.41x	4.15x	5.62x	3.87x	3.83x	3.84x	3.88x	4.22x	4.37x	4.32x
Cash and Cash Equivalents	\$24,370	\$61,289	\$91,298	\$25,419	\$32,012	\$69,761	\$48,253	\$28,697	\$29,757	\$30,778	\$31,646	\$32,538	\$33,455	\$34,399	\$35,374	\$36,384	\$37,424
Board Designated Assets	65,374	75,547	75,556	131,181	115,878	116,711	168,187	154,024	198,687	209,024	213,373	229,091	220,262	239,441	258,781	280,150	300,822
Total Unrestricted Cash	\$89,744	\$136,836	\$166,854	\$156,600	\$147,890	\$186,472	\$216,440	\$182,722	\$228,444	\$239,802	\$245,019	\$261,629	\$253,717	\$273,840	\$294,155	\$316,534	\$338,246
Daily Cash Requirements	\$502	\$556	\$603	\$663	\$761	\$821	\$916	\$965	\$999	\$1,033	\$1,062	\$1,091	\$1,121	\$1,152	\$1,184	\$1,217	\$1,251
Days' Cash on Hand	178.9	246.0	276.6	236.3	194.3	227.2	236.3	189.4	228.6	232.1	230.8	239.9	226.4	237.7	248.5	260.1	270.3
Net Other Long-term Debt	\$35,101	\$28,129	\$24,006	\$19,517	\$20,265	\$17,798	\$20,516	\$17,920	\$67,318	\$63,064	\$58,648	\$54,063	\$49,638	\$45,733	\$43,030	\$41,865	\$40,653
Net GO Bond Long-term Debt	\$100,385	\$102,137	\$100,455	\$98,782	\$92,510	\$89,882	\$86,964	\$83,747	\$80,204	\$76,311	\$72,054	\$67,416	\$62,374	\$56,951	\$51,143	\$44,941	\$38,323
Unrestricted Net Assets	151,605	184,090	210,708	241,984	265,980	307,366	341,691	365,650	390,863	410,277	427,625	444,821	462,279	479,027	494,663	509,990	524,942
Total Capital	\$287,090	\$314,357	\$335,169	\$360,283	\$378,754	\$415,046	\$449,171	\$467,317	\$538,385	\$549,652	\$558,327	\$566,301	\$574,291	\$581,711	\$588,836	\$596,796	\$603,918
Unrestricted Cash to L-T Debt - No GO Bond	255.7%	486.5%	695.0%	802.4%	729.8%	1047.7%	1055.0%	1019.6%	339.4%	380.2%	417.8%	483.9%	511.1%	598.8%	683.6%	756.1%	832.0%
Unrestricted Cash to L-T Debt	66.2%	105.0%	134.1%	132.4%	131.1%	173.2%	201.4%	179.7%	154.9%	172.1%	187.5%	215.4%	226.5%	266.7%	312.4%	364.6%	428.3%
L-T Debt to Capitalization - No GO Bond	18.8%	13.3%	10.2%	7.5%	7.1%	5.5%	5.7%	4.7%	14.7%	13.3%	12.1%	10.8%	9.7%	8.7%	8.0%	7.6%	7.2%
L-T Debt to Capitalization	47.2%	41.4%	37.1%	32.8%	29.8%	25.9%	23.9%	21.8%	27.4%	25.4%	23.4%	21.5%	19.5%	17.7%	16.0%	14.5%	13.1%
Net Accounts Receivable	\$27,218	\$29,478	\$35,774	\$41,866	\$48,555	\$51,526	\$55,463	\$55,791	\$51,221	\$50,602	\$51,865	\$53,155	\$54,469	\$55,810	\$57,177	\$58,569	\$59,988
Net Patient Revenue	\$188,880	\$205,979	\$237,686	\$263,836	\$284,394	\$306,941	\$342,929	\$349,904	\$359,535	\$369,394	\$378,618	\$388,029	\$397,627	\$407,413	\$417,390	\$427,556	\$437,913
Days in Accounts Receivable	53	52	55	58	62	61	59	58	52	50	50	50	50	50	50	50	50
Ratio is within the A- to AA+ range																	
Ratio is within BBB- to BBB+ range																	
Ratio is not in acceptable range																	

TAHOE FOREST HOSPITAL DISTRICT
BALANCE SHEET - 10 YEAR FORECAST - NEW DEBT \$50 MILLION

	PROJECTED 2025	BUDGET 2026	PROJECTED 2027	PROJECTED 2028	PROJECTED 2029	PROJECTED 2030	PROJECTED 2031	PROJECTED 2032	PROJECTED 2033	PROJECTED 2034	PROJECTED 2035
ASSETS											
CURRENT ASSETS											
* CASH	\$ 48,253,047	\$ 28,697,451	\$ 29,757,223	\$ 30,777,820	\$ 31,645,520	\$ 32,537,852	\$ 33,455,491	\$ 34,399,283	\$ 35,374,433	\$ 36,384,376	\$ 37,424,160
PATIENT ACCOUNTS RECEIVABLE - NET	55,462,643	55,791,435	51,221,493	50,601,893	51,865,488	53,154,607	54,469,417	55,810,061	57,176,655	58,569,293	59,988,035
OTHER RECEIVABLES	8,586,588	9,445,247	10,389,772	11,324,851	12,230,839	13,086,998	13,872,218	14,704,551	15,586,824	16,522,033	17,513,356
GO BOND RECEIVABLES	351,869	351,869	351,869	351,869	351,869	351,869	351,869	351,869	351,869	351,869	351,869
ASSETS LIMITED OR RESTRICTED	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931	10,677,931
INVENTORIES	5,551,123	6,509,463	6,683,404	6,996,507	7,308,032	7,632,709	7,971,033	8,323,510	8,690,665	9,073,030	9,471,156
PREPAID EXPENSES & DEPOSITS	2,692,999	3,124,347	3,539,885	3,974,229	4,420,932	4,872,309	5,319,587	5,807,926	6,341,093	6,923,205	7,558,756
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	15,091,025	14,606,623	13,276,623	14,226,623	14,226,623	14,226,623	14,226,623	14,226,623	14,226,623	14,226,623	14,226,623
TOTAL CURRENT ASSETS	146,667,226	129,204,366	125,898,200	128,931,723	132,727,235	136,540,899	140,344,169	144,301,754	148,426,093	152,728,361	157,211,885
NON CURRENT ASSETS											
ASSETS LIMITED OR RESTRICTED:											
* CASH RESERVE FUND	74,318,166	60,155,488	104,818,121	115,155,218	119,504,909	135,222,584	126,393,365	145,572,553	164,912,170	186,281,094	206,953,473
* CASH INVESTMENT FUND	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574	93,868,574
UNREALIZED GAIN/(LOSS) CASH INVESTMENT FUND	6,192,086	9,792,086	8,489,509	9,259,293	10,262,529	10,658,353	10,603,586	9,203,064	6,720,807	5,022,868	3,300,057
MUNICIPAL LEASE 2025 & 2026	4,593,879	-	1,850,000	-	-	-	-	-	-	-	-
TOTAL BOND TRUSTEE 2017	22,980	22,980	22,980	22,980	22,980	22,980	22,980	22,980	-	-	-
TOTAL BOND TRUSTEE 2015	1,415,001	1,645,169	1,645,169	1,645,169	1,645,169	1,645,169	1,645,168	1,645,169	1,645,169	-	-
GO BOND TAX REVENUE FUND	5,212,987	4,470,466	4,719,716	4,988,991	5,278,341	5,573,359	5,886,390	6,186,566	6,490,709	6,797,640	7,116,990
DIAGNOSTIC IMAGING FUND	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700	3,700
DONOR RESTRICTED FUND	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647
WORKERS COMPENSATION FUND	13,633	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
TOTAL	186,843,652	171,181,110	216,640,416	226,166,572	231,808,849	248,217,367	239,646,411	257,725,253	274,863,776	293,196,523	312,465,442
LESS CURRENT PORTION	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)	(10,677,931)
TOTAL ASSETS LIMITED OR RESTRICTED - NET	176,165,721	160,503,179	205,962,484	215,488,641	221,130,918	237,539,436	228,968,480	247,047,322	264,185,845	282,518,592	301,787,511
NONCURRENT ASSETS AND INVESTMENTS:											
INVESTMENT IN TSC, LLC	(5,295,714)	(7,118,302)	(7,918,302)	(8,718,302)	(9,518,302)	(10,318,302)	(11,118,302)	(11,918,302)	(12,718,302)	(13,518,302)	(14,318,302)
PROPERTY HELD FOR FUTURE EXPANSION	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972	1,716,972
PROPERTY & EQUIPMENT, CIP NET	197,902,019	240,266,781	274,418,873	277,915,837	281,651,201	273,329,987	289,087,190	276,182,236	262,775,594	248,959,709	235,113,824
TOTAL ASSETS	517,156,223	524,572,996	600,078,227	615,334,871	627,708,023	638,808,991	648,998,509	657,329,981	664,386,202	672,405,331	681,511,889
DEFERRED OUTFLOW OF RESOURCES:											
DEFERRED LOSS ON DEFEASANCE	193,943	155,155	116,366	77,578	38,789	-	-	-	-	-	-
ACCUMULATED DECREASE IN FAIR VALUE OF HEDGING DE	204,560	204,560	204,560	204,560	204,560	204,560	204,560	204,560	-	-	-
DEFERRED OUTFLOW OF RESOURCES ON REFUNDING	3,991,894	3,707,434	3,422,974	3,138,514	2,854,054	2,569,594	2,285,134	2,000,674	1,716,214	1,431,754	1,147,294
GO BOND DEFERRED FINANCING COSTS	389,028	361,178	333,328	305,478	277,628	249,778	221,928	194,078	166,228	138,378	110,528
DEFERRED FINANCING COSTS	99,865	87,373	74,881	62,389	49,897	37,405	24,913	12,421	-	-	-
INTANGIBLE LEASE ASSET NET OF ACCUM AMORTIZATION	10,030,442	12,061,153	10,354,517	10,040,084	8,449,777	7,617,490	6,301,550	10,363,358	12,135,465	10,675,854	9,085,547
RIGHT-TO-USE SUBSCRIPTION ASSET NET OF ACCUM AMC	23,292,680	20,940,313	19,546,307	18,152,301	16,758,295	15,364,289	13,970,283	12,576,277	11,182,271	9,788,265	8,394,259
TOTAL DEFERRED OUTFLOW OF RESOURCES	\$ 38,202,411	\$ 37,517,165	\$ 34,052,932	\$ 31,980,903	\$ 28,632,999	\$ 26,043,115	\$ 23,008,367	\$ 25,351,367	\$ 25,200,177	\$ 22,034,250	\$ 18,737,627
TOTAL ASSETS	\$ 555,358,634	\$ 562,090,160	\$ 634,131,159	\$ 647,315,773	\$ 656,341,022	\$ 664,852,106	\$ 672,006,875	\$ 682,681,347	\$ 689,586,378	\$ 694,439,581	\$ 700,249,516

	PROJECTED 2025	BUDGET 2026	PROJECTED 2027	PROJECTED 2028	PROJECTED 2029	PROJECTED 2030	PROJECTED 2031	PROJECTED 2032	PROJECTED 2033	PROJECTED 2034	PROJECTED 2035
LIABILITIES											
CURRENT LIABILITIES											
ACCOUNTS PAYABLE	\$ 9,659,022	11,478,980	\$ 13,886,704	\$ 14,286,885	\$ 14,693,188	\$ 15,111,041	\$ 15,540,763	\$ 15,982,751	\$ 16,439,435	\$ 16,912,422	\$ 17,399,403
ACCRUED PAYROLL & RELATED COSTS	37,047,145	26,539,145	27,866,102	28,702,085	29,563,148	30,450,042	31,363,544	32,304,450	33,273,583	34,271,791	35,299,945
INTEREST PAYABLE	380,206	259,196	224,138	187,923	150,510	111,855	71,917	30,648	-	-	-
INTEREST PAYABLE GO BOND	1,281,473	1,440,466	1,364,716	1,283,991	1,208,341	1,123,359	1,031,391	951,566	870,709	782,641	686,991
SUBSCRIPTION LIABILITY	25,171,118	22,228,690	20,034,684	17,840,678	15,646,672	13,452,666	11,258,660	9,064,654	6,870,648	4,676,642	2,482,636
ESTIMATED SETTLEMENTS, M-CAL & M-CARE	6,090,298	594,617	594,617	594,617	594,617	594,617	594,617	594,617	594,617	594,617	594,617
HEALTH INSURANCE PLAN	3,219,201	5,012,643	5,188,086	5,343,728	5,504,040	5,669,161	5,839,236	6,014,413	6,194,846	6,380,691	6,572,112
WORKERS COMPENSATION PLAN	2,297,841	2,636,873	2,768,717	2,851,779	2,937,332	3,025,452	3,116,216	3,209,702	3,305,993	3,405,173	3,507,328
COMPREHENSIVE LIABILITY INSURANCE PLAN	2,771,063	2,854,195	2,939,821	3,028,015	3,118,856	3,212,421	3,308,794	3,408,058	3,510,300	3,615,609	3,724,077
CURRENT MATURITIES OF GO BOND DEBT	2,440,000	3,030,000	3,355,000	3,705,000	4,070,000	4,450,000	4,855,000	5,235,000	5,620,000	6,015,000	6,430,000
CURRENT MATURITIES OF OTHER LONG TERM DEBT	4,371,046	5,364,981	6,082,309	5,986,857	6,147,543	6,314,617	6,488,339	6,333,455	4,744,865	2,935,916	2,983,359
TOTAL CURRENT LIABILITIES	<u>94,728,414</u>	<u>81,439,787</u>	<u>84,304,894</u>	<u>83,811,559</u>	<u>83,634,246</u>	<u>83,515,234</u>	<u>83,468,476</u>	<u>83,129,314</u>	<u>81,424,996</u>	<u>79,590,501</u>	<u>79,680,467</u>
NONCURRENT LIABILITIES											
OTHER LONG TERM DEBT NET OF CURRENT MATURITIES	29,888,580	28,825,144	76,026,431	73,918,062	69,803,522	65,687,110	60,286,354	59,786,125	58,584,784	55,960,676	53,158,428
GO BOND DEBT NET OF CURRENT MATURITIES	87,643,341	84,768,496	81,529,862	77,902,439	73,871,229	69,421,229	64,566,229	59,331,229	53,711,229	47,696,229	41,266,229
DERIVATIVE INSTRUMENT LIABILITY	204,560	204,560	204,560	204,560	204,560	204,560	204,560	204,560	-	-	-
TOTAL LIABILITIES	<u>212,464,894</u>	<u>195,237,987</u>	<u>242,065,747</u>	<u>235,836,619</u>	<u>227,513,556</u>	<u>218,828,132</u>	<u>208,525,619</u>	<u>202,451,227</u>	<u>193,721,009</u>	<u>183,247,405</u>	<u>174,105,123</u>
NET ASSETS											
NET INVESTMENT IN CAPITAL ASSETS	341,691,092	365,649,526	390,862,765	410,276,507	427,624,819	444,821,328	462,278,609	479,027,474	494,662,722	509,989,529	524,941,745
RESTRICTED	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647	1,202,647
TOTAL NET POSITION	<u>\$ 342,893,739</u>	<u>\$ 366,852,173</u>	<u>\$ 392,065,412</u>	<u>\$ 411,479,154</u>	<u>\$ 428,827,466</u>	<u>\$ 446,023,975</u>	<u>\$ 463,481,256</u>	<u>\$ 480,230,121</u>	<u>\$ 495,865,369</u>	<u>\$ 511,192,176</u>	<u>\$ 526,144,392</u>
TOTAL LIABILITIES AND NET POSITION	<u>\$ 555,358,634</u>	<u>\$ 562,090,160</u>	<u>\$ 634,131,159</u>	<u>\$ 647,315,773</u>	<u>\$ 656,341,022</u>	<u>\$ 664,852,106</u>	<u>\$ 672,006,875</u>	<u>\$ 682,681,348</u>	<u>\$ 689,586,378</u>	<u>\$ 694,439,581</u>	<u>\$ 700,249,516</u>

* Amounts included for Days Cash on Hand calculation

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE - 10 YEAR FORECAST - NEW DEBT \$50 MILLION

	PROJECTED FYE 6/30/25	BUDGET FYE 6/30/26	PROJECTED FYE 6/30/27	PROJECTED FYE 6/30/28	PROJECTED FYE 6/30/29	PROJECTED FYE 6/30/30	PROJECTED FYE 6/30/31	PROJECTED FYE 6/30/32	PROJECTED FYE 6/30/33	PROJECTED FYE 6/30/34	PROJECTED FYE 6/30/35
OPERATING REVENUE											
Total Gross Revenue	\$ 730,080,863	\$ 765,397,023	\$ 795,161,683	\$ 826,099,905	\$ 856,303,742	\$ 887,624,725	\$ 920,104,437	\$ 953,786,014	\$ 988,714,203	\$ 1,024,935,424	\$ 1,062,497,829
Gross Revenues - Inpatient											
Daily Hospital Service	41,720,931	42,561,048	43,412,269	44,280,514	45,166,125	46,069,447	46,990,836	47,930,653	48,889,266	49,867,051	50,864,392
Ancillary Service - Inpatient	53,550,912	54,851,867	57,045,942	59,327,779	61,552,571	63,860,792	66,255,572	68,740,156	71,317,912	73,992,334	76,767,046
Total Gross Revenue - Inpatient	95,271,843	97,412,915	100,458,211	103,608,294	106,718,696	109,930,240	113,246,408	116,670,809	120,207,178	123,859,385	127,631,438
Gross Revenue - Outpatient	634,809,019	667,984,108	694,703,472	722,491,611	749,585,047	777,694,486	806,858,029	837,115,205	868,507,025	901,076,039	934,866,390
Total Gross Revenue - Outpatient	634,809,019	667,984,108	694,703,472	722,491,611	749,585,047	777,694,486	806,858,029	837,115,205	868,507,025	901,076,039	934,866,390
Deductions from Revenue:											
Contractual Allowances	378,035,959	388,450,175	405,941,660	424,214,374	442,293,397	461,134,017	480,768,015	501,228,489	522,549,906	544,768,157	567,920,617
Charity Care	4,457,008	15,307,941	16,698,396	18,174,198	19,694,987	21,302,994	23,002,612	24,798,437	26,695,284	28,698,193	30,812,438
Bad Debt	6,148,355	11,734,652	12,986,149	14,317,515	15,697,296	17,159,080	18,707,064	20,345,646	22,079,429	23,913,237	25,852,121
Prior Period Settlements	(1,489,889)	-	-	-	-	-	-	-	-	-	-
Total Deductions from Revenue	387,151,432	415,492,768	435,626,205	456,706,088	477,685,680	499,596,091	522,477,691	546,372,572	571,324,619	597,379,586	624,585,176
Other Operating Revenue	22,069,094	22,942,810	23,172,238	23,403,960	23,638,000	23,874,380	24,113,124	24,354,255	24,597,798	24,843,776	25,092,213
Wellness Neighborhood-RPT, Grants, Donations	1,254,008	1,447,425	1,469,137	1,491,174	1,513,541	1,536,244	1,559,288	1,582,677	1,606,418	1,630,514	1,654,972
TOTAL OPERATING REVENUE	366,252,532	374,294,490	384,176,853	394,288,951	403,769,604	413,439,259	423,299,158	433,350,374	443,593,799	454,030,127	464,659,838
OPERATING EXPENSES											
Salaries, Wages & Benefits	192,177,571	193,724,332	203,410,549	209,512,865	215,798,251	222,272,199	228,940,365	235,808,576	242,882,833	250,169,318	257,674,397
Benefits Workers Compensation	1,205,862	1,383,780	1,452,969	1,496,558	1,541,455	1,587,698	1,635,329	1,684,389	1,734,921	1,786,969	1,840,578
Benefits Medical Insurance	30,667,915	36,592,296	37,873,026	39,009,217	40,179,494	41,384,878	42,626,425	43,905,218	45,222,374	46,579,045	47,976,417
Professional Fees	11,099,565	12,321,059	12,690,691	13,071,411	13,463,554	13,867,460	14,283,484	14,711,989	15,153,348	15,607,949	16,076,187
Supplies	55,704,652	62,210,894	62,620,827	64,269,099	65,814,445	67,390,599	68,997,763	70,636,111	72,305,789	74,006,911	75,739,554
Purchased Services	25,679,938	27,084,718	27,897,260	28,734,178	29,596,203	30,484,089	31,398,612	32,340,570	33,310,787	34,310,111	35,339,414
Other	12,291,809	13,421,168	13,823,803	14,238,517	14,665,672	15,105,642	15,558,812	16,025,576	16,506,343	17,001,534	17,511,580
TOTAL OPERATING EXPENSE	328,827,312	346,738,247	359,769,124	370,331,845	381,059,074	392,092,567	403,440,789	415,112,429	427,116,396	439,461,836	452,158,127
NET OPERATING REV(EXP) EBIDA	\$ 37,425,220	\$ 27,556,243	\$ 24,407,728	\$ 23,957,106	\$ 22,710,530	\$ 21,346,692	\$ 19,858,369	\$ 18,237,946	\$ 16,477,403	\$ 14,568,291	\$ 12,501,711
NON-OPERATING REVENUE											
District and County Taxes	10,849,480	9,743,030	10,392,746	10,785,874	11,193,204	11,615,236	12,052,495	12,505,518	12,974,864	13,461,113	13,964,862
District and County Taxes - GO Bond	5,767,598	5,622,306	6,084,431	6,272,981	6,486,681	6,696,719	6,917,781	7,138,131	7,361,419	7,580,281	7,803,981
Interest Income	4,450,724	3,622,273	6,395,253	6,853,318	7,194,048	7,350,570	7,848,870	7,611,523	8,215,212	8,824,655	9,496,021
Interest Income - GO Bond	-	-	-	-	-	-	-	-	-	-	-
Donations	1,244,435	5,037,312	5,506,657	1,306,657	1,371,989	1,440,589	1,512,618	1,588,249	1,667,662	1,751,045	1,838,597
Gain/(Loss)	4,290,540	1,729,412	2,752,000	2,752,000	2,752,000	2,752,000	2,752,000	2,752,000	2,752,000	2,752,000	2,752,000
Depreciation	(21,941,068)	(23,948,916)	(25,306,426)	(25,801,125)	(27,969,434)	(27,959,784)	(27,805,724)	(27,755,885)	(28,785,885)	(28,815,885)	(28,845,885)
Interest Expense	(2,328,104)	(2,414,076)	(2,277,093)	(4,131,633)	(3,961,416)	(3,784,632)	(3,601,018)	(3,412,182)	(3,272,533)	(3,214,734)	(3,169,148)
Interest Expense - GO Bond	(3,148,508)	(2,989,151)	(2,742,056)	(2,581,435)	(2,429,289)	(2,260,882)	(2,078,109)	(1,916,435)	(1,754,894)	(1,579,959)	(1,389,923)
TOTAL NON-OPERATING REVENUE	(814,903)	(3,597,810)	805,511	(4,543,364)	(5,362,217)	(4,150,184)	(2,401,087)	(1,489,081)	(842,155)	758,516	2,450,506
EXCESS REVENUE(EXPENSE)	\$ 36,610,317	\$ 23,958,434	\$ 25,213,239	\$ 19,413,742	\$ 17,348,313	\$ 17,196,508	\$ 17,457,282	\$ 16,748,865	\$ 15,635,248	\$ 15,326,806	\$ 14,952,217
PREVIOUS PROJECTIONS FROM FY25 BUDGET	\$ 18,277,293	\$ 18,109,273	\$ 13,875,892	\$ 11,455,069	\$ 9,571,901	\$ 6,547,377	\$ 5,238,481	\$ 5,603,205	\$ 5,391,838	\$ 2,794,875	
CURRENT PROJECTIONS VS PREVIOUS	\$ 18,333,024	\$ 5,849,161	\$ 11,337,347	\$ 7,958,673	\$ 7,776,412	\$ 10,649,131	\$ 12,218,801	\$ 11,145,660	\$ 10,243,410	\$ 12,531,931	

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF REVENUE AND EXPENSE - 10 YEAR FORECAST - NEW DEBT \$50 MILLION

	PROJECTED FYE 6/30/25	BUDGET FYE 6/30/26	PROJECTED FYE 6/30/27	PROJECTED FYE 6/30/28	PROJECTED FYE 6/30/29	PROJECTED FYE 6/30/30	PROJECTED FYE 6/30/31	PROJECTED FYE 6/30/32	PROJECTED FYE 6/30/33	PROJECTED FYE 6/30/34	PROJECTED FYE 6/30/35
RETURN ON GROSS REVENUE EBIDA	5.1%	3.6%	3.1%	2.9%	2.7%	2.4%	2.2%	1.9%	1.7%	1.4%	1.2%
RETURN ON EQUITY	12.0%	5.9%	6.9%	5.0%	4.2%	4.0%	3.9%	3.6%	3.3%	3.1%	2.9%
RETURN ON EQUITY (excluding donations)	11.5%	5.5%	5.4%	4.6%	3.9%	3.7%	3.6%	3.3%	2.9%	2.7%	2.6%
INPATIENT REV AS A % OF GROSS REV	13.0%	12.7%	12.6%	12.5%	12.5%	12.4%	12.3%	12.2%	12.2%	12.1%	12.0%
OUTPATIENT REV AS A % OF GROSS REV	87.0%	87.3%	87.4%	87.5%	87.5%	87.6%	87.7%	87.8%	87.8%	87.9%	88.0%
CONTRACTUAL ADJ AS A % OF GROSS REV	51.8%	50.8%	51.1%	51.4%	51.7%	52.0%	52.3%	52.6%	52.9%	53.2%	53.5%
CHARITY CARE AS A % OF GROSS REV	0.6%	2.0%	2.1%	2.2%	2.3%	2.4%	2.5%	2.6%	2.7%	2.8%	2.9%
BAD DEBT AS A % OF GROSS REV	0.8%	1.5%	1.6%	1.7%	1.8%	1.9%	2.0%	2.1%	2.2%	2.3%	2.4%
SALARIES, WAGES & BEN AS A % OF NET REV	52.5%	51.8%	52.9%	53.1%	53.4%	53.8%	54.1%	54.4%	54.8%	55.1%	55.5%
WORKERS COMP AS A % OF NET REV	0.3%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%	0.4%
MEDICAL INSURANCE AS A % OF NET REV	8.4%	9.8%	9.9%	9.9%	10.0%	10.0%	10.1%	10.1%	10.2%	10.3%	10.3%
PROFESSIONAL FEES AS A % OF NET REV	3.0%	3.3%	3.3%	3.3%	3.3%	3.4%	3.4%	3.4%	3.4%	3.4%	3.5%
SUPPLIES AS A % OF NET REV	15.2%	16.6%	16.3%	16.3%	16.3%	16.3%	16.3%	16.3%	16.3%	16.3%	16.3%
PURCHASED SVCS AS A % OF NET REV	7.0%	7.2%	7.3%	7.3%	7.3%	7.4%	7.4%	7.5%	7.5%	7.6%	7.6%
OTHER AS A % OF NET REV	3.4%	3.6%	3.6%	3.6%	3.6%	3.7%	3.7%	3.7%	3.7%	3.7%	3.8%

TAHOE FOREST HOSPITAL DISTRICT
STATEMENT OF CASH FLOWS - 10 YEAR FORECAST - NEW DEBT \$50 MILLION

	PROJECTED FYE 2025		BUDGET FYE 2026	PROJECTED FYE 2027	PROJECTED FYE 2028	PROJECTED FYE 2029	PROJECTED FYE 2030	PROJECTED FYE 2031	PROJECTED FYE 2032	PROJECTED FYE 2033	PROJECTED FYE 2034	PROJECTED FYE 2035
Net Operating Rev/(Exp) - EBIDA	\$ 37,425,220		\$ 27,556,243	\$ 24,407,728	\$ 23,957,106	\$ 22,710,530	\$ 21,346,692	\$ 19,858,369	\$ 18,237,946	\$ 16,477,403	\$ 14,568,291	\$ 12,501,711
Interest Income	3,762,036		3,622,400	5,702,008	6,738,801	7,108,866	7,311,440	7,724,295	7,670,860	8,064,290	8,672,295	9,328,180
Property Tax Revenue	11,291,163		11,320,000	10,472,517	10,746,562	11,152,471	11,573,033	12,008,769	12,460,215	12,927,930	13,412,488	13,914,487
Donations	1,190,976		5,037,312	5,459,722	1,726,657	1,365,456	1,433,729	1,505,415	1,580,686	1,659,720	1,742,706	1,829,842
Emergency Funds	-		-	-	-	-	-	-	-	-	-	-
Debt Service Payments	(3,387,922)		(3,876,518)	(4,016,533)	(6,871,316)	(6,861,413)	(6,851,311)	(6,841,008)	(6,496,855)	(5,104,468)	(2,864,492)	(2,864,492)
Property Purchase Agreement	(811,927)		(473,624)	-	-	-	-	-	-	-	-	-
Municipal Lease 2025	(334,535)		(1,000,932)	(1,000,929)	(1,000,929)	(1,000,929)	(1,000,929)	(1,000,929)	(667,286)	-	-	-
Copier Lease	-		-	-	-	-	-	-	-	-	-	-
2017 VR Revenue Bond	(795,185)		(756,793)	(714,332)	(704,623)	(694,720)	(684,618)	(674,315)	(663,805)	-	-	-
2015 Revenue Bond	(1,446,275)		(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,645,169)	(1,583,873)	-	-
Muni Lease 2027	-		-	(656,103)	(656,103)	(656,103)	(656,103)	(656,103)	(656,103)	(656,103)	-	-
New Debt	-		-	-	(2,864,492)	(2,864,492)	(2,864,492)	(2,864,492)	(2,864,492)	(2,864,492)	(2,864,492)	(2,864,492)
Physician Recruitment	(121,333)		(521,000)	(521,000)	(521,000)	(521,000)	(521,000)	(521,000)	(521,000)	(521,000)	(521,000)	(521,000)
Investment in Capital												
Equipment	(5,079,792)		(5,613,300)	(5,042,300)	(1,715,150)	(1,483,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)	(3,000,000)
Muni Lease 2025 & 2027 Reimbursement	1,340,632		4,780,000	2,150,000	2,000,000	-	-	-	-	-	-	-
Debt Reimbursement	-		-	50,000,000	-	-	-	-	-	-	-	-
IT/EMR/Business Systems	-		(5,027,825)	(2,375,000)	(2,140,000)	(3,201,500)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Building Projects/Properties	(11,509,771)		(55,592,169)	(52,041,218)	(25,442,939)	(27,020,298)	(14,638,570)	(38,562,927)	(9,850,931)	(10,379,243)	(10,000,000)	(10,000,000)
Change in Accounts Receivable	(3,936,979)	N1	(328,792)	4,569,942	619,600	(1,263,595)	(1,289,119)	(1,314,810)	(1,340,643)	(1,366,595)	(1,392,637)	(1,418,742)
Change in Settlement Accounts	4,514,301	N2	(5,011,279)	1,330,000	(950,000)	-	-	-	-	-	-	-
Change in Other Assets	(2,800,045)	N3	(2,248,346)	1,534,003	1,682,527	1,664,217	1,632,213	1,570,821	1,673,149	1,782,595	1,899,688	2,024,998
Change in Other Liabilities	(545,939)	N4	(7,815,000)	4,092,535	1,526,847	1,566,657	1,612,901	1,660,496	1,709,552	1,774,135	1,861,528	1,917,179
Change in Cash Balance	30,801,915		(33,718,273)	45,722,405	11,357,694	5,217,390	16,610,007	(7,911,580)	20,122,980	20,314,767	22,378,867	21,712,163
Beginning Unrestricted Cash	184,297,240		216,439,787	182,721,513	228,443,918	239,801,613	245,019,003	261,629,010	253,717,430	273,840,410	294,155,177	316,534,044
Ending Unrestricted Cash	215,099,155		182,721,513	228,443,918	239,801,613	245,019,003	261,629,010	253,717,430	273,840,410	294,155,177	316,534,044	338,246,207
Expense Per Day	907,275		956,582	991,907	1,025,927	1,054,851	1,084,595	1,115,183	1,146,643	1,179,148	1,212,813	1,247,472
Days Cash On Hand	237		191	230	234	232	241	228	239	249	261	271

Footnotes:

N1 - Change in Accounts Receivable reflects the 30 day delay in collections.

N2 - Change in Settlement Accounts reflect cash flows in and out related to prior year and current year Medicare and Medi-Cal settlement accounts.

N3 - Change in Other Assets reflect fluctuations in asset accounts on the Balance Sheet that effect cash. For example, an increase in prepaid expense immediately effects cash but not EBIDA.

N4 - Change in Other Liabilities reflect fluctuations in liability accounts on the Balance Sheet that effect cash. For example, an increase in accounts payable effects EBIDA but not cash.

		Standard & Poor's Stand-Alone All Hospitals Median Ratios								Comparatives for Tahoe Forest Hospital District		
	Trend	BBB-	BBB	BBB+	A-	A	A+	AA-	AA+	BBB- Good	Better	AA+ Best
EBIDA Margin	↑	5.0%	6.1%	6.8%	9.2%	8.3%	10.7%	9.4%	14.1%	5.0%	8.4%	14.1%
Operating EBIDA Margin	↑	2.8%	5.1%	5.0%	5.8%	6.5%	7.1%	8.0%	11.0%	2.8%	6.3%	11.0%
Operating Margin	↑	-2.1%	-0.7%	-0.9%	0.4%	0.8%	1.6%	1.3%	5.0%	-2.1%	0.4%	5.0%
Excess Margin	↑	-0.4%	1.0%	0.9%	2.9%	2.0%	4.3%	4.8%	8.0%	-0.4%	2.7%	8.0%
Days' Cash on Hand	↑	111.5	125.9	172.0	243.0	200.6	390.5	324.3	374.3	111.5	242.7	374.3
Days in Accounts Receivable	↓	46.3	48.2	47.8	44.9	47.1	47.2	50.2	56.4	46.3	47.6	56.4
L-T Debt to Capital	↓	48.4%	30.3%	27.8%	28.5%	25.6%	24.2%	18.1%	18.3%	48.4%	25.8%	18.3%
MADS Coverage Ratio (x)	↑	1.8	3.1	2.7	3.4	3.4	4.6	4.9	7.2	1.8	3.7	7.2
Unrestricted Cash to Debt	↑	102.7%	153.1%	150.8%	173.2%	204.4%	240.6%	315.1%	305.6%	102.7%	206.2%	305.6%

U.S. Not-For-Profit Health Care Stand-Alone Hospital Median Financial Ratios 2023 - August 7, 2024

Best Ratio
Worst Ratio

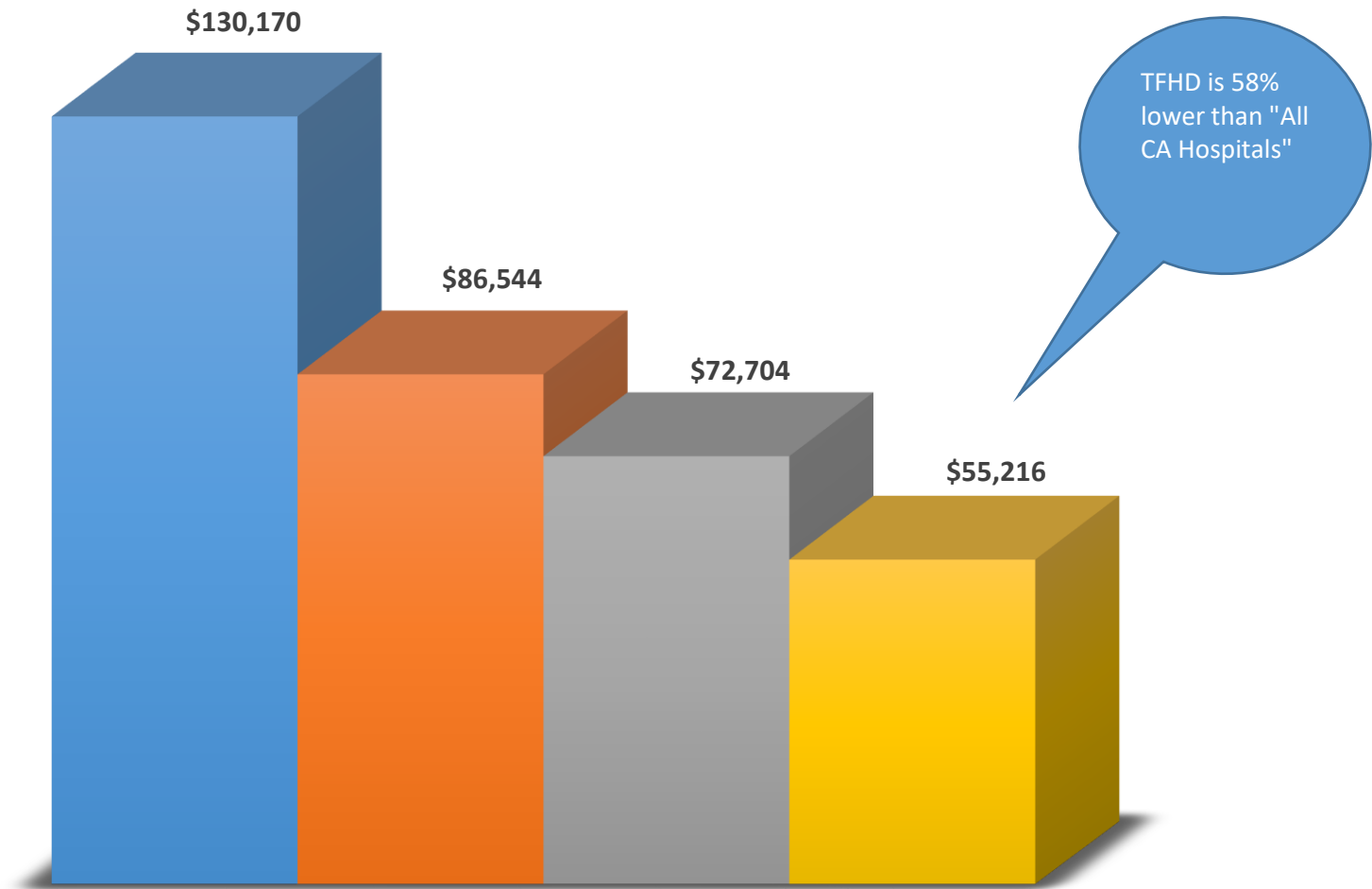
Ratio	Calculation, Definition, and Meaning	Trend
EBIDA Margin	<p>Net income before interest, depreciation, and amortization expense / total operating revenue</p> <p>Measures total cash flow before financial costs (interest). Example: A 7% EBIDA means that each dollar of total operating revenue generates roughly \$.07 in cash flow before any interest expense is paid.</p>	Up
Operating EBIDA Margin	<p>Operating income (income from operations) before interest, depreciation and amortization / total operating revenue</p> <p>Measures operating cash flow before financial costs (interest).</p>	Up
Operating Margin	<p>Operating income / total operating revenue</p> <p>Measures operating profitability. Example: A Margin of 2% means that each dollar of operating revenue generates \$.02 in profits. Typically is a better measure of the sustainable profitability of an organization.</p>	Up
Excess Margin	<p>Net income / total operating revenue</p> <p>Measures overall profitability.</p>	Up
Days' Cash on Hand	<p>Unrestricted cash reserves / [(operating expense minus depreciation and amortization expense)/365]</p> <p>Measures the number of days the organization could continue to pay its average daily cash obligations without new cash resources becoming available.</p>	Up
Days in Accounts Receivable	<p>Net patient accounts receivable / net patient revenue</p> <p>Measures the average time an organization takes to collect its receivables. The quicker receivables are converted into cash, the more liquid the organization is.</p>	Down
L-T Debt to Capital	<p>Long-term debt / (unrestricted net assets+long-term debt)</p> <p>Ratio measures the proportion of debt financing in a business's permanent (long-term) financing mix. This ratio best measures a business's true capital structure.</p>	Down
MADS Coverage Ratio (x)	<p>Net available for debt service (EBIDA) / maximum annual debt service</p> <p>Measures the number of dollars of cash flow available to make the maximum existing debt payment per dollar of debt expense (principal and interest). This ratio recognizes that (1) cash flow pays the bills and (2) debt expense includes principal repayments as well as interest expense.</p>	Up
Unrestricted Cash to Debt	<p>Unrestricted cash reserves / long-term debt</p> <p>Measures the ability of current cash and near-cash holdings to meet a business's debt obligations.</p>	Up

PROFESSIONAL FEES PAID ANALYSIS															
SUB ACCT & DETAIL		FY 2020 TOTAL	% OF TOTAL PRO FEES	FY 2021 TOTAL	% OF TOTAL PRO FEES	FY 2022 TOTAL	% OF TOTAL PRO FEES	FY 2023 TOTAL	% OF TOTAL PRO FEES	AUDITED FY 2024 TOTAL	% OF TOTAL PRO FEES	PROJECTED 2025 TOTAL	FY % OF TOTAL PRO FEES	FY 2026 BUDGET	% OF TOTAL PRO FEES
320 - Physician Fees		\$ 11,791,084.14	59.4%	\$ 8,649,373.16	51.0%	\$ 8,426,856.27	44.8%	\$ 6,162,064.40	67.0%	\$ 6,019,178.23	64.9%	\$ 6,695,127.82	60.3%	\$ 7,572,793.00	61.5%
Medical Director Fees		\$ 142,133.35	0.7%	\$ 103,366.50	0.6%	\$ 30,070.00	0.2%	66,631.25	0.7%	\$ 260,523.70	2.8%	\$ 314,668.30	2.8%	\$ 457,710.00	3.7%
Medicine Call		\$ 693,423.50	3.5%	\$ 459,792.57	2.7%	\$ 569,460.85	3.0%	559,898.29	6.1%	\$ 677,970.00	7.3%	\$ 1,278,113.37	11.5%	\$ 840,877.00	6.8%
Hospitalists Fees		\$ 650,830.13	3.3%	\$ 404,264.93	2.4%	\$ 523,576.27	2.8%	580,269.64	6.3%	\$ 334,185.92	3.6%	\$ 76,611.50	0.7%	\$ 126,568.00	1.0%
Anesthesia		\$ 2,096,271.40	10.6%	\$ 2,132,254.01	12.6%	\$ 2,601,458.16	13.8%	1,028,928.50	11.2%	\$ 783,186.00	8.4%	\$ 583,287.00	5.3%	\$ 1,581,000.00	12.8%
Physician Fees		\$ -	0.0%	\$ -	0.0%	\$ 190,106.11	1.0%	19,085.16	0.2%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Multi-specialty Clinic Physician Fees		\$ 6,021,022.88	30.3%	\$ 3,187,723.25	18.8%	\$ 2,116,561.33	11.3%	1,435,033.79	15.6%	\$ 1,709,631.08	18.4%	\$ 1,667,341.08	15.0%	\$ 1,439,420.00	11.7%
Residency Program Fees		\$ 13,984.50	0.1%	\$ -	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Medical Staff Chair Fees		\$ 33,100.00	0.2%	\$ 44,400.00	0.3%	\$ 75,137.50	0.4%	42,175.00	0.5%	\$ 14,850.00	0.2%	\$ 11,825.00	0.1%	\$ -	0.0%
Med Staff Chairs - Wellness Neighborhood		\$ 1,462.40	0.0%	\$ -	0.0%	\$ -	0.0%	150.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ 26,250.00	0.2%
Radiology Guarantee		\$ 475,627.40	2.4%	\$ 426,362.30	2.5%	\$ 368,029.34	2.0%	519,890.36	5.7%	\$ 206,245.46	2.2%	\$ 722,661.85	6.5%	\$ 777,283.00	6.3%
Medi-Cal Prime		\$ -	0.0%	\$ 800.00	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Sleep Medicine Clinic IVCH		\$ 83,148.45	0.4%	\$ 61,729.65	0.4%	\$ 1,618.47	0.0%	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Laboratory		\$ 119,416.83	0.6%	\$ 116,257.47	0.7%	\$ 152,847.21	0.8%	109,104.49	1.2%	\$ 151,433.55	1.6%	\$ 167,254.88	1.5%	\$ 190,125.00	1.5%
IVCH Medicine Call		\$ 1,460,663.30	7.4%	\$ 1,712,422.48	10.1%	\$ 1,797,991.03	9.6%	1,800,897.92	19.6%	\$ 1,881,152.52	20.3%	\$ 1,873,364.84	16.9%	\$ 2,133,560.00	17.3%
321 - Therapist Fees		\$ 5,290,641.47	26.7%	\$ 5,921,565.76	34.9%	\$ 7,778,296.70	41.4%	\$ 83,662.55	0.9%	\$ 69,062.62	0.7%	\$ 94,857.32	0.9%	\$ 86,000.00	0.7%
Cancer Center (Therapist Fees)		\$ 55,673.00	0.3%	\$ 10,307.25	0.1%	\$ 75,935.95	0.4%	68,274.80	0.7%	\$ 69,062.62	0.7%	\$ 94,857.32	0.9%	\$ 86,000.00	0.7%
Home Health/Hospice Fees		\$ 279,470.80	1.4%	\$ 267,189.41	1.6%	\$ 335,390.51	1.8%	4,790.14	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Occupational Therapy		\$ 729,431.52	3.7%	\$ 910,428.85	5.4%	\$ 1,268,357.51	6.7%	7,066.03	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Physical Therapy		\$ 4,062,993.93	20.5%	\$ 4,492,411.92	26.5%	\$ 5,825,309.38	31.0%	3,231.58	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Speech Therapy		\$ 163,072.22	0.8%	\$ 241,228.33	1.4%	\$ 273,303.35	1.5%	300.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
323 - Legal Fees		\$ 342,879.10	1.7%	\$ 662,296.42	3.9%	\$ 652,763.00	3.5%	\$ 924,947.42	10.1%	\$ 441,521.11	4.8%	\$ 537,200.68	4.8%	\$ 671,874.00	5.5%
American Arbitrations		\$ -	0.0%	\$ 22,725.00	0.1%	\$ -	0.0%	56,000.00	0.6%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Beta Healthcare Group RMS		\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	17,352.18	0.2%	\$ 88,323.23	1.0%	\$ 13,872.50	0.1%	\$ 180,000.00	1.5%
Brooke Barnum-Roberts		\$ 28,680.00	0.1%	\$ 21,460.00	0.1%	\$ -	0.0%	(2,120.00)	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Colantuono, Highsmith, Whatley-District		\$ 40,254.94	0.2%	\$ 51,493.70	0.3%	\$ 4,177.80	0.0%	39,922.30	0.4%	\$ 38,449.00	0.4%	\$ 10,597.50	0.1%	\$ 36,000.00	0.3%
Colantuono, Highsmith, Whatley-Board		\$ 29,779.24	0.2%	\$ 24,365.00	0.1%	\$ 13,456.14	0.1%	14,360.74	0.2%	\$ 39,887.16	0.4%	\$ 51,262.10	0.5%	\$ 50,400.00	0.4%
ECG Management - Corp Compliance		\$ -	0.0%	\$ 1,450.00	0.0%	\$ -	0.0%	31,192.42	0.3%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Foley & Lardner		\$ 422.10	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Gordon, Rees,Scully,Mansukhani LLP		\$ 11,452.75	0.1%	\$ -	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Hooper, Lundy, & Bookman		\$ 32,485.00	0.2%	\$ 146,841.79	0.9%	\$ 244,025.55	1.3%	129,360.80	1.4%	\$ 6,690.50	0.1%	\$ 80,204.86	0.7%	\$ 106,000.00	0.9%
Hooper, Lundy, & Bookman- Corp Compliance		\$ 896.50	0.0%	\$ 80,234.10	0.5%	\$ -	0.0%	-	0.0%	\$ 4,430.00	0.0%	\$ 2,405.00	0.0%	\$ -	0.0%
Judicate West		\$ 2,700.00	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
King and Spalding		\$ -	0.0%	\$ 225,581.61	1.3%	\$ 313,468.84	1.7%	352,925.65	3.8%	\$ 607.50	0.0%	\$ -	0.0%	\$ -	0.0%
Legal Fees HR		\$ 16,320.37	0.1%	\$ 6,407.59	0.0%	\$ -	0.0%	-	0.0%	\$ 21,495.50	0.2%	\$ 6,949.30	0.1%	\$ -	0.0%
Litigation Services & Technologies of Nevada		\$ 1,375.70	0.0%	\$ -	0.0%	\$ -	0.0%	200.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Littler Medelson, P C		\$ 7,478.00	0.0%	\$ 6,438.75	0.0%	\$ -	0.0%	418.75	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Melendres & Melendres		\$ 3,295.00	0.0%	\$ 1,155.00	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Porter Simon		\$ 28,483.44	0.1%	\$ 11,907.08	0.1%	\$ -	0.0%	100.00	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Rybicki & Associates P C		\$ 78,014.03	0.4%	\$ 49,568.71	0.3%	\$ 77,209.67	0.4%	47,008.15	0.5%	\$ 3,957.00	0.0%	\$ 34,868.55	0.3%	\$ 20,000.00	0.2%
Trucker Huss		\$ 19,762.50	0.1%	\$ 1,280.00	0.0%	\$ -	0.0%	5,000.00	0.1%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Wilson Sonsini Goodrich - TIRHR		\$ 11,439.40	0.1%	\$ 139.50	0.0%	\$ -	0.0%	1,666.67	0.0%	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%
Other Legal		\$ 29,570.13	0.1%	\$ 11,248.59	0.1%	\$ 425.00	0.0%	231,559.76	2.5%	\$ 237,681.22	2.6%	\$ 337,040.87	3.0%	\$ 279,474.00	2.3%

PROFESSIONAL FEES PAID ANALYSIS															
SUB ACCT & DETAIL															
	FY 2020 TOTAL	% OF TOTAL PRO FEES	FY 2021 TOTAL	% OF TOTAL PRO FEES	FY 2022 TOTAL	% OF TOTAL PRO FEES	FY 2023 TOTAL	% OF TOTAL PRO FEES	AUDITED FY 2024 TOTAL	% OF TOTAL PRO FEES	PROJECTED 2025 TOTAL	FY PRO FEES	% OF TOTAL PRO FEES	FY 2026 BUDGET	% OF TOTAL PRO FEES
325 - Consulting Fees	\$ 2,423,194.96	12.2%	\$ 1,727,903.29	10.2%	\$ 1,939,603.32	10.3%	\$ 2,026,649.11	22.0%	\$ 2,742,344.49	29.6%	\$ 3,772,378.86		34.0%	\$ 3,990,392.00	32.4%
Cancer Center:	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	-	0.0%	\$ -	0.0%
Radiation Oncology Consulting	\$ 280,500.00	1.4%	\$ 180,179.42	1.1%	\$ 209,848.16	1.1%	199,645.90	2.2%	\$ 219,898.95	2.4%	\$ 233,176.21		2.1%	\$ 210,120.00	1.7%
District Matters	\$ 37,327.76	0.2%	\$ 20,685.00	0.1%	\$ 232,112.17	1.2%	119,683.74	1.3%	\$ 763,712.94	8.2%	\$ 895,890.94		8.1%	\$ 726,000.00	5.9%
Engineering / Facilities	\$ -	0.0%	\$ 9,155.69	0.1%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	-	0.0%	\$ -	0.0%
Finance Administration:	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	-	0.0%	\$ -	0.0%
Bond Services & Rating Agency Fees	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	550.00	0.0%	\$ -	0.0%	\$ -	-	0.0%	\$ -	0.0%
Cost Report, OSHPD, & SCO Reporting - Reimbursement Admin	\$ 62,142.50	0.3%	\$ 57,839.00	0.3%	\$ -	0.0%	47,358.00	0.5%	\$ 52,437.74	0.6%	\$ 99,426.50		0.9%	\$ 146,800.00	1.2%
Audit / Tax Firm	\$ 95,056.04	0.5%	\$ 81,061.45	0.5%	\$ 188,443.46	1.0%	126,511.92	1.4%	\$ 155,692.50	1.7%	\$ 76,125.50		0.7%	\$ 129,750.00	1.1%
Strategic / Financial / Market Planning & Analysis	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	45,333.00	0.5%	\$ 98,042.50	1.1%	\$ 8,000.00		0.1%	\$ 50,000.00	0.4%
Foundations	\$ 56,793.64	0.3%	\$ 48,173.75	0.3%	\$ 50,640.04	0.3%	52,837.58	0.6%	\$ 57,023.45	0.6%	\$ 54,106.16		0.5%	\$ 143,495.00	1.2%
Human Resources	\$ 260,258.30	1.3%	\$ 243,398.75	1.4%	\$ 320,211.92	1.7%	310,536.59	3.4%	\$ 256,282.07	2.8%	\$ 914,937.35		8.2%	\$ 854,607.00	6.9%
Information Systems Conversion	\$ 474,952.01	2.4%	\$ -	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	-	0.0%	\$ -	0.0%
Information Technology	\$ 272,274.50	1.4%	\$ 232,658.94	1.4%	\$ 160,117.61	0.9%	368,825.49	4.0%	\$ 554,486.53	6.0%	\$ 431,978.08		3.9%	\$ 460,000.00	3.7%
Kaufman Hall:	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	-	0.0%	\$ -	0.0%
Hospital Advisor/Budget Advisor/Cost Accounting	\$ 619,945.00	3.1%	\$ 462,215.00	2.7%	\$ 272,987.25	1.5%	115,500.00	1.3%	\$ -	0.0%	\$ -	-	0.0%	\$ -	0.0%
Marketing	\$ 54,958.33	0.3%	\$ 129,505.00	0.8%	\$ 203,440.00	1.1%	221,827.14	2.4%	\$ 268,813.00	2.9%	\$ 284,707.33		2.6%	\$ 550,000.00	4.5%
Medical Staff	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%	\$ 19,150.77	0.2%	\$ -	-	0.0%	\$ -	0.0%
MSC/Managed Care	\$ 135,140.15	0.7%	\$ 176,200.40	1.0%	\$ 187,372.75	1.0%	380,731.70	4.1%	\$ 279,086.13	3.0%	\$ 638,449.97		5.8%	\$ 523,500.00	4.2%
Nursing/Quality Consulting	\$ 400.00	0.0%	\$ -	0.0%	\$ (815.77)	0.0%	19,919.17	0.2%	\$ -	0.0%	\$ -	-	0.0%	\$ -	0.0%
Process Improvement/Change Management	\$ -	0.0%	\$ -	0.0%	\$ 12,526.50	0.1%	-	0.0%	\$ -	0.0%	\$ 122,651.32		1.1%	\$ 182,200.00	1.5%
Pharmacy - Inpatient	\$ 10,680.00	0.1%	\$ 37,025.45	0.2%	\$ -	0.0%	-	0.0%	\$ -	0.0%	\$ -	-	0.0%	\$ -	0.0%
PRIME Program	\$ -	0.0%	\$ -	0.0%	\$ -	0.0%	-	0.0%	\$ 100.00	0.0%	\$ -	-	0.0%	\$ -	0.0%
Community Pharmacy	\$ 6,050.67	0.0%	\$ 8,161.85	0.0%	\$ 5,581.77	0.0%	8,837.23	0.1%	\$ 11,688.00	0.1%	\$ 12,929.50		0.1%	\$ 13,920.00	0.1%
Skilled Nursing Facility	\$ -	0.0%	\$ -	0.0%	\$ 150.00	0.0%	-	0.0%	\$ -	0.0%	\$ -	-	0.0%	\$ -	0.0%
Tahoe Institute for Rural Health Research	\$ 48,166.99	0.2%	\$ 28,066.50	0.2%	\$ 38,753.51	0.2%	8,551.65	0.1%	\$ 5,929.91	0.1%	\$ -	-	0.0%	\$ -	0.0%
Other Consulting	\$ 1,082.83	0.0%	\$ 13,577.09	0.1%	\$ 56,983.95	0.3%	-	0.0%	\$ -	0.0%	\$ -	-	0.0%		0.0%
GRAND TOTAL TFHS	\$ 19,847,799.67	100.0%	\$ 16,961,138.63	100.0%	\$ 18,797,519.29	100.0%	\$ 9,197,323.48	100.0%	\$ 9,272,106.45	100.0%	\$ 11,099,564.68		100.0%	\$ 12,321,059.00	100.0%

GROSS INPATIENT REVENUE PER DISCHARGE

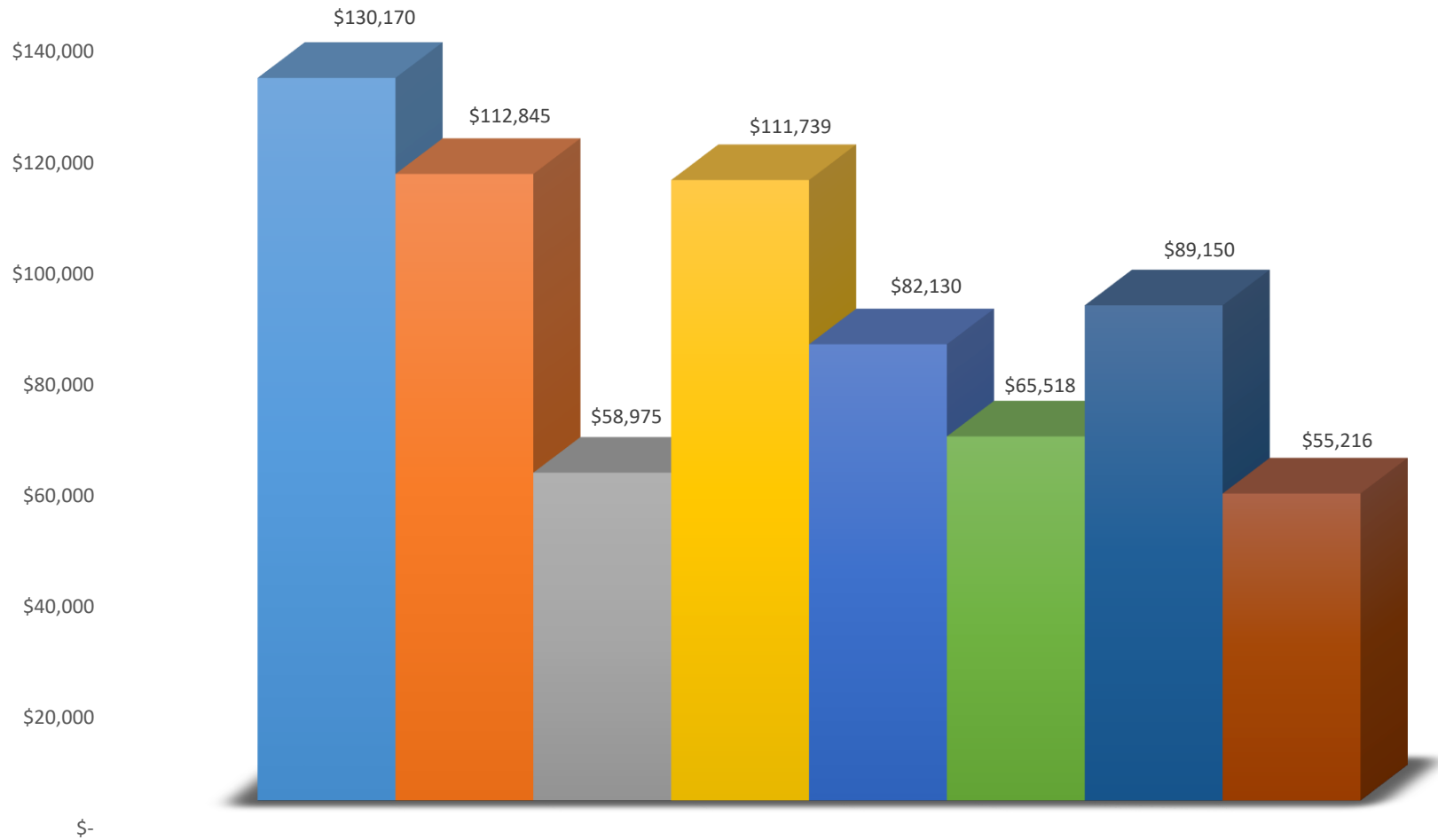
■ All CA Hospitals (302) ■ All CA District Hospitals (31) ■ All CA Rural Hospitals (58) ■ TFHD



SOURCE: 2023 HCAI Hospital Annual Financial Data Profile - Based on 04-21-2025 Data Extract from HCAI Hospital Annual Disclosure Reports
Website: <https://data.chhs.ca.gov/dataset/hospital-annual-financial-data-selected-data-pivot-tables>

GROSS INPATIENT REVENUE PER DISCHARGE

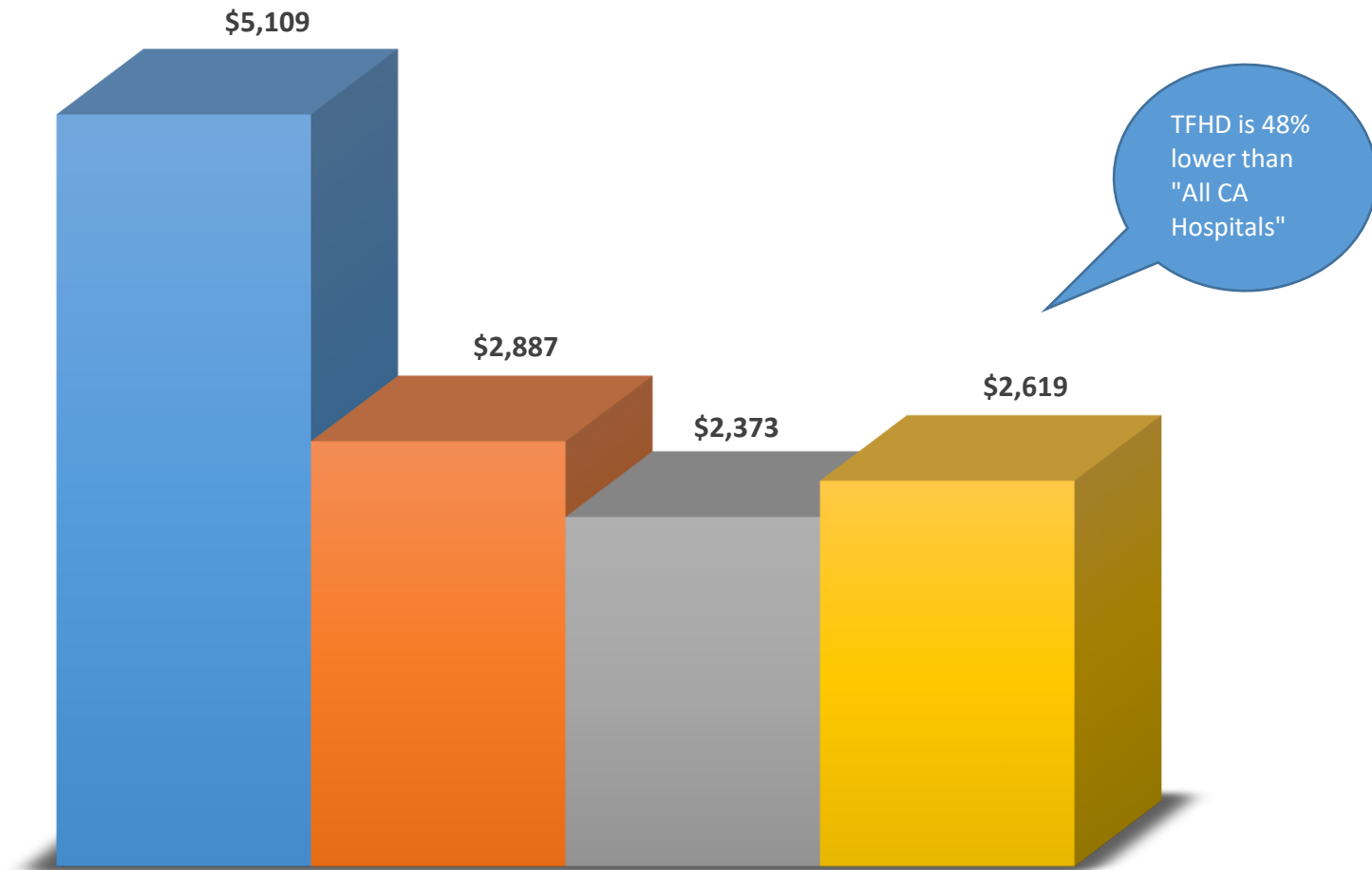
■ CA Statewide Average ■ Barton Memorial Hospital ■ Mammoth Hospital
 ■ Marshall Medical Center ■ Sierra Nevada Memorial Hospital ■ Sutter Auburn Faith Hospital
 ■ Sutter Roseville Medical Center ■ Tahoe Forest Hospital



SOURCE: 2023 HCAI Hospital Annual Financial Data Profile - Based on 04-21-2025 Data Extract from HCAI Hospital Annual Disclosure Reports
 Website: <https://data.chhs.ca.gov/dataset/hospital-annual-financial-data-selected-data-pivot-tables>

GROSS OUTPATIENT REVENUE PER VISIT

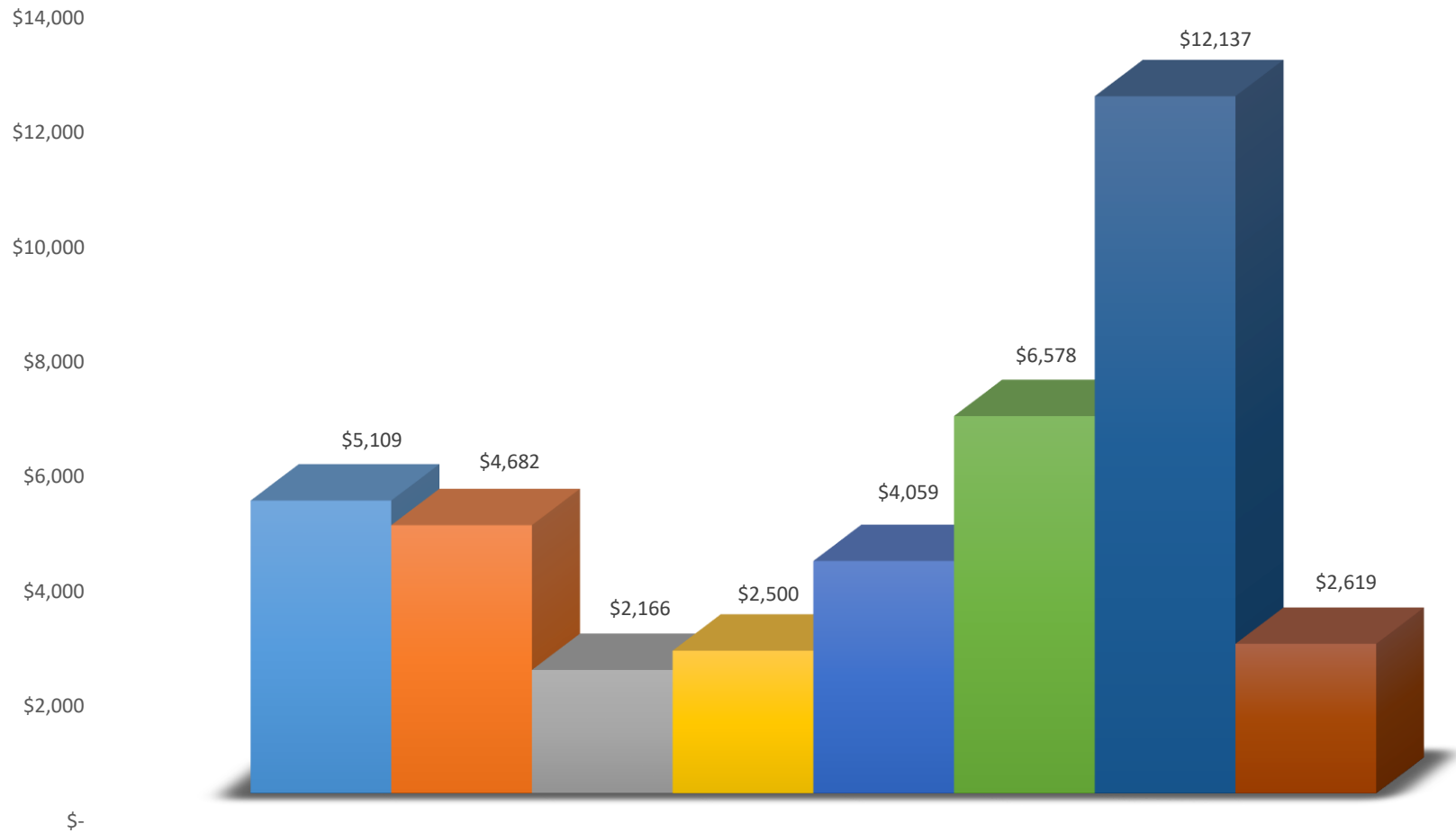
■ All CA Hospitals (302) ■ All CA District Hospitals (31) ■ All CA Rural Hospitals (58) ■ TFHD



SOURCE: 2023 HCAI Hospital Annual Financial Data Profile - Based on 04-21-2025 Data Extract from HCAI Hospital Annual Disclosure Reports
Website: <https://data.chhs.ca.gov/dataset/hospital-annual-financial-data-selected-data-pivot-tables>

GROSS OUTPATIENT REVENUE PER VISIT

■ CA Statewide Average ■ Barton Memorial Hospital ■ Mammoth Hospital
 ■ Marshall Medical Center ■ Sierra Nevada Memorial Hospital ■ Sutter Auburn Faith Hospital
 ■ Sutter Roseville Medical Center ■ Tahoe Forest Hospital



SOURCE: 2023 HCAI Hospital Annual Financial Data Profile - Based on 04-21-2025 Data Extract from HCAI Hospital Annual Disclosure Reports
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TAHOE FOREST HOSPITAL DISTRICT (TFHD)
CHARGE COMPARISON

		Note Reference	CPT Code	Prior To 8/1/2025 TFHD	Rate Increase Effective 8/1/2025 TFHD	Percentile Ranking	Inclusive of TFHD Average Median		CALIFORNIA				4 Hospital Average	% TFHD is Higher or (Lower) than the 4 CA Hospital Average
Emergency Room	Visit - Level 1	(A)	99281	\$ 487	\$ 511	25%	\$ 626	\$ 623	\$ 752	\$ 506	\$ 735	\$ 585	\$ 645	-20.7%
	Visit - Level 2	(A) (B)	99282	\$ 883	\$ 927	0%	\$ 1,248	\$ 1,252	\$ 1,559	\$ 1,274	\$ 1,230	\$ 1,170	\$ 1,308	-29.1%
	Visit - Level 3	(A) (B)	99283	\$ 1,593	\$ 1,673	0%	\$ 2,247	\$ 2,381	\$ 2,556	\$ 2,551	\$ 2,210	\$ 1,930	\$ 2,312	-27.6%
	Visit - Level 4	(A) (B)	99284	\$ 2,631	\$ 2,763	0%	\$ 3,767	\$ 3,902	\$ 4,501	\$ 4,093	\$ 3,710	\$ 3,802	\$ 4,027	-31.4%
	Visit - Level 5	(A) (B)	99285	\$ 3,870	\$ 4,064	0%	\$ 5,534	\$ 5,792	\$ 6,490	\$ 6,133	\$ 5,450	\$ 5,850	\$ 5,981	-32.1%
Laboratory	Basic Metabolic Panel	(B)	80048	\$ 155	\$ 163	0%	\$ 342	\$ 372	\$ 459	\$ 370	\$ 375	\$ 305	\$ 377	-56.9%
	Blood Gas Analysis, including O ₂ saturation	(B)	82805/82803	\$ 327	\$ 343	0%	\$ 679	\$ 728	\$ 915	\$ 821	\$ 636	\$ 651	\$ 756	-54.6%
	Complete Blood Count, automated	(B)	85027	\$ 113	\$ 119	0%	\$ 205	\$ 202	\$ 297	\$ 153	\$ 252	\$ 201	\$ 226	-47.4%
	Complete Blood Count, with differential WBC, automated	(B)	85025	\$ 141	\$ 148	0%	\$ 232	\$ 195	\$ 388	\$ 203	\$ 188	\$ 267	\$ 261	-43.4%
	Comprehensive Metabolic Panel	(B)	80053	\$ 192	\$ 202	0%	\$ 405	\$ 406	\$ 606	\$ 419	\$ 392	\$ 372	\$ 447	-54.9%
	Cratine Kinase (CK), (CPK), Total	(B)	82550	\$ 128	\$ 134	0%	\$ 246	\$ 252	\$ 343	\$ 214	\$ 291	\$ 239	\$ 272	-50.5%
	Lipid Panel	(B)	80061	\$ 244	\$ 256	25%	\$ 283	\$ 296	\$ 388	\$ 335	\$ 154	\$ 281	\$ 289	-11.5%
	Partial Thromboplastin Time	(B)	85730	\$ 120	\$ 126	0%	\$ 215	\$ 216	\$ 303	\$ 209	\$ 224	\$ 229	\$ 241	-47.8%
	Prothrombin Time	(B)	85610	\$ 79	\$ 83	0%	\$ 142	\$ 155	\$ 168	\$ 142	\$ 177	\$ 144	\$ 158	-47.4%
	Thyroid Stimulating Hormone (TSH)	(B)	84443	\$ 305	\$ 305	75%	\$ 284	\$ 286	\$ 393	\$ 266	\$ 170	\$ 264	\$ 273	11.6%
	Troponin, Quantitative	(B)	84484	\$ 278	\$ 292	0%	\$ 467	\$ 484	\$ 608	\$ 441	\$ 528	\$ 431	\$ 502	-41.9%
	Urinalysis, without microscopy	(B)	81002-81003	\$ 49	\$ 51	25%	\$ 67	\$ 57	\$ 107	\$ 47	\$ 63	\$ 97	\$ 79	-34.5%
	Urinalysis, with microscopy	(B)	81000-81001	\$ 60	\$ 63	0%	\$ 118	\$ 127	\$ 153	\$ 129	\$ 125	\$ 116	\$ 131	-51.8%
Diagnostic Imaging	Xray - Chest two views	(B)	71046	\$ 491	\$ 516	25%	\$ 816	\$ 850	\$ 1,050	\$ 690	\$ 1,010	\$ 293	\$ 761	-32.2%
	Xray - Lower Back - four views	(B)	72110	\$ 897	\$ 942	25%	\$ 1,270	\$ 1,229	\$ 1,682	\$ 1,052	\$ 1,406	\$ 327	\$ 1,117	-15.7%
	MRI - Head or Brain without contrast followed by contrast	(B)	70553	\$ 5,973	\$ 6,272	25%	\$ 7,090	\$ 7,004	\$ 8,079	\$ 7,286	\$ 6,723	\$ 2,167	\$ 6,064	3.4%
	Mammography - Screening, Bilateral	(B)	77067	\$ 560	\$ 588	25%	\$ 673	\$ 603	\$ 928	\$ 558	\$ 618	\$ 596	\$ 675	-12.9%
	US - OB, 14 weeks or more, transabdominal	(B)	76805	\$ 1,131	\$ 1,188	25%	\$ 1,570	\$ 1,365	\$ 2,363	\$ 1,460	\$ 1,270	\$ 316	\$ 1,352	-12.2%
	US - Abdomen complete	(B)	76700	\$ 1,131	\$ 1,188	25%	\$ 1,936	\$ 1,667	\$ 3,225	\$ 1,688	\$ 1,645	\$ 520	\$ 1,770	-32.9%
	CT Scan - Pelvis, with contrast	(B)	72193	\$ 3,448	\$ 3,620	25%	\$ 5,413	\$ 5,440	\$ 7,151	\$ 5,869	\$ 5,011	\$ 1,860	\$ 4,973	-27.2%
	CT Scan - Head or Brain without contrast	(B)	70450	\$ 2,267	\$ 2,380	25%	\$ 4,131	\$ 4,341	\$ 5,460	\$ 4,157	\$ 4,525	\$ 1,240	\$ 3,846	-38.1%
	CT Scan - Abdomen with contrast	(B)	74160	\$ 3,448	\$ 3,620	25%	\$ 5,043	\$ 4,699	\$ 7,151	\$ 4,563	\$ 4,836	\$ 1,860	\$ 4,602	-21.3%
Room Rates	Intensive Care Unit			\$ 10,791	\$ 11,331	25%	\$ 12,991	\$ 12,201	\$ 17,678	\$ 13,071	\$ 9,885	\$ 14,727	\$ 13,840	-18.1%
	Medical/Surgical Unit - Private			\$ 5,266	\$ 5,529	75%	\$ 5,532	\$ 5,025	\$ 7,681	\$ 4,397	\$ 4,521	\$ 5,480	\$ 5,520	0.2%
	Nursery Unit			\$ 1,485	\$ 1,559	0%	\$ 2,575	\$ 2,322	\$ 2,322	N/A	\$ 3,843	\$ 3,168	\$ 3,111	-49.9%
	Skilled Nursing Facility			\$ 726	\$ 762	100%	\$ 762	\$ 762	N/A	N/A	N/A	N/A	N/A	N/A
Average of all 25 common outpatient procedures noted by (B) above				\$ 1,066	\$ 1,118	25%	\$ 1,556	\$ 1,535	\$ 2,033	\$ 1,560	\$ 1,511	\$ 787	\$ 1,473	-24.1%

(C)
(D)

(C)
(D)

Note Reference:

(A)

Level 1 - low severity - example a toothache with treatment other than a prescription, Plan B Rx.
Level 2 - low to moderate severity - minor illness with no lab or x-ray other than a simple strep screen or UTI, abrasions, small cuts with no suturing
Level 3 - moderate severity - labs, x-rays, medications simple lacerations with sutures, simple asthma that resolves, sprains
Level 4 - moderate to high severity - IV's for hydration, IV medications, splinting of fractures that are straight forward, simple chest pain, asthma that needs repeated breathing treatment or medications
Level 5 - high severity - traumas, transfers, GI bleeds, overdoses, sedation for fracture reductions

(B)Charge is listed in the 25 most common outpatient procedures performed in a hospital per HCAI: <https://hcai.ca.gov/data/cost-transparency/hospital-chargemasters/>

(C)Facility has different tiered pricing for Inpatient and Outpatient. Pricing for Laboratory reflects the Outpatient pricing.

(D)Facility has different tiered pricing for Inpatient and Outpatient. Pricing for Diagnostic Imaging reflects the Outpatient pricing.

Charge is lower than TFHD

Charge is higher than TFHD

TFHDs percentile ranking is lower than the 50th

TFHDs percentile ranking is higher than the 50th

Source: Each individual Hospital's website posted chargemaster

Definitions: Median - is the middle value in a list ordered from smallest to largest.
N/A - Not Applicable or Not Available

TAHOE FOREST HOSPITAL DISTRICT (TFHD)
CHARGE COMPARISON

		Note Reference	CPT Code	Prior To 8/1/2025 TFHD	Proposed Rate Increase Effective 8/1/2025 TFHD	Percentile Ranking	Inclusive of TFHD Average Median		NEVADA			3 Hospital Average	% TFHD is Higher or (Lower) than the 3 NV Hospital Average
Emergency Room	Visit - Level 1	(A)	99281	\$ 487	\$ 511	33%	\$ 497	\$ 513	Renown	St. Mary's Regional	Northern Nevada	\$ 493	3.8%
	Visit - Level 2	(A) (B)	99282	\$ 883	\$ 927	33%	\$ 920	\$ 933	\$ 519	\$ 515	\$ 444	\$ 917	1.1%
	Visit - Level 3	(A) (B)	99283	\$ 1,593	\$ 1,673	67%	\$ 1,540	\$ 1,663	\$ 939	\$ 943	\$ 870	\$ 1,496	11.8%
	Visit - Level 4	(A) (B)	99284	\$ 2,631	\$ 2,763	100%	\$ 2,442	\$ 2,575	\$ 1,654	\$ 1,144	\$ 1,689	\$ 2,335	18.3%
	Visit - Level 5	(A) (B)	99285	\$ 3,870	\$ 4,064	67%	\$ 3,904	\$ 3,898	\$ 2,601	\$ 1,856	\$ 2,548	\$ 3,851	5.5%
Laboratory	Basic Metabolic Panel	(B)	80048	\$ 155	\$ 163	33%	\$ 180	\$ 187	\$ 59	\$ 211	\$ 287	\$ 186	-12.4%
	Blood Gas Analysis, including O ₂ saturation	(B)	82805/82803	\$ 327	\$ 343	100%	\$ 266	\$ 269	\$ 182	\$ 328	\$ 210	\$ 240	43.0%
	Complete Blood Count, automated	(B)	85027	\$ 113	\$ 119	67%	\$ 106	\$ 113	\$ 45	\$ 107	\$ 155	\$ 102	15.9%
	Complete Blood Count, with differential WBC, automated	(B)	85025	\$ 141	\$ 148	67%	\$ 133	\$ 138	\$ 54	\$ 127	\$ 204	\$ 128	15.3%
	Comprehensive Metabolic Panel	(B)	80053	\$ 192	\$ 202	33%	\$ 246	\$ 247	\$ 74	\$ 293	\$ 416	\$ 261	-22.8%
	Cratine Kinase (CK), (CPK), Total	(B)	82550	\$ 128	\$ 134	67%	\$ 131	\$ 134	\$ 46	\$ 133	\$ 212	\$ 130	3.1%
	Lipid Panel	(B)	80061	\$ 244	\$ 256	67%	\$ 214	\$ 232	\$ 94	\$ 209	\$ 297	\$ 200	28.2%
	Partial Thromboplastin Time	(B)	85730	\$ 120	\$ 126	33%	\$ 146	\$ 145	\$ 42	\$ 250	\$ 164	\$ 152	-17.1%
	Prothrombin Time	(B)	85610	\$ 79	\$ 83	33%	\$ 117	\$ 101	\$ 30	\$ 234	\$ 119	\$ 128	-35.1%
	Thyroid Stimulating Hormone (TSH)	(B)	84443	\$ 305	\$ 305	100%	\$ 233	\$ 254	\$ 118	\$ 213	\$ 294	\$ 208	46.4%
	Troponin, Quantitative	(B)	84484	\$ 278	\$ 292	67%	\$ 207	\$ 216	\$ 87	\$ 141	\$ 309	\$ 179	63.1%
	Urinalysis, without microscopy	(B)	81002-81003	\$ 49	\$ 51	67%	\$ 50	\$ 44	\$ 24	\$ 37	\$ 88	\$ 50	3.6%
	Urinalysis, with microscopy	(B)	81000-81001	\$ 60	\$ 63	33%	\$ 77	\$ 78	\$ 22	\$ 93	\$ 130	\$ 82	-22.7%
Diagnostic Imaging	Xray - Chest two views	(B)	71046	\$ 491	\$ 516	33%	\$ 506	\$ 526	\$ 578	\$ 396	\$ 536	\$ 503	2.5%
	Xray - Lower Back - four views	(B)	72110	\$ 897	\$ 942	100%	\$ 744	\$ 727	\$ 778	\$ 579	\$ 675	\$ 677	39.0%
	MRI - Head or Brain without contrast followed by contrast	(B)	70553	\$ 5,973	\$ 6,272	67%	\$ 7,242	\$ 5,755	\$ 2,633	\$ 5,239	\$ 14,823	\$ 7,565	-17.1%
	Mammography - Screening, Bilateral	(B)	77067	\$ 560	\$ 588	33%	\$ 589	\$ 627	\$ 669	\$ 434	\$ 666	\$ 590	-0.3%
	US - OB, 14 weeks or more, transabdominal	(B)	76805	\$ 1,131	\$ 1,188	33%	\$ 1,654	\$ 1,288	\$ 778	\$ 1,388	\$ 3,263	\$ 1,810	-34.4%
	US - Abdomen complete	(B)	76700	\$ 1,131	\$ 1,188	33%	\$ 1,932	\$ 1,438	\$ 778	\$ 1,689	\$ 4,073	\$ 2,180	-45.5%
	CT Scan - Pelvis, with contrast	(B)	72193	\$ 3,448	\$ 3,620	67%	\$ 4,386	\$ 3,148	\$ 1,277	\$ 2,676	\$ 9,972	\$ 4,642	-22.0%
	CT Scan - Head or Brain without contrast	(B)	70450	\$ 2,267	\$ 2,380	33%	\$ 3,486	\$ 2,529	\$ 778	\$ 2,678	\$ 8,109	\$ 3,855	-38.3%
	CT Scan - Abdomen with contrast	(B)	74160	\$ 3,448	\$ 3,620	67%	\$ 4,635	\$ 3,289	\$ 1,277	\$ 2,957	\$ 10,684	\$ 4,973	-27.2%
Room Rates	Intensive Care Unit			\$ 10,791	\$ 11,331	100%	\$ 7,530	\$ 7,071	\$ 4,926	\$ 4,650	\$ 9,215	\$ 6,264	80.9%
	Medical/Surgical Unit - Private			\$ 5,266	\$ 5,529	67%	\$ 4,309	\$ 4,115	\$ 2,701	\$ 2,295	\$ 6,712	\$ 3,903	41.7%
	Nursery Unit			\$ 1,485	\$ 1,559	100%	\$ 1,405	\$ 1,416	\$ 1,532	\$ 1,300	\$ 1,229	\$ 1,354	N/A
	Skilled Nursing Facility			\$ 726	\$ 762	100%	\$ 762	\$ 762	N/A	N/A	N/A	N/A	N/A
Average of all 25 common outpatient procedures noted by (B) above				\$ 1,066	\$ 1,118	67%	\$ 1,287	\$ 1,046	\$ 625	\$ 974	\$ 2,432	\$ 1,344	-16.8%
									(C) (D)				

Note Reference:

(A) Level 1 - low severity - example a toothache with treatment other than a prescription, Plan B Rx.
Level 2 - low to moderate severity - minor illness with no lab or x-ray other than a simple strep screen or UTI, abrasions, small cuts with no suturing
Level 3 - moderate severity - labs, x-rays, medications simple lacerations with sutures, simple asthma that resolves, sprains
Level 4 - moderate to high severity - IV's for hydration, IV medications, splinting of fractures that are straight forward, simple chest pain, asthma that needs repeated breathing treatment or medications
Level 5 - high severity - traumas, transfers, GI bleeds, overdoses, sedation for fracture reductions

(B) Charge is listed in the 25 most common outpatient procedures performed in a hospital per HCAI: <https://hcai.ca.gov/data/cost-transparency/hospital-chargemasters/>

(C) Facility has different tiered pricing for Inpatient and Outpatient. Pricing for Laboratory reflects the Outpatient pricing.

(D) Facility has different tiered pricing for Inpatient and Outpatient. Pricing for Diagnostic Imaging reflects the Outpatient pricing.

Charge is lower than TFHD
Charge is higher than TFHD

TFHDs percentile ranking is lower than the 50th
TFHDs percentile ranking is higher than the 50th

Source: Each individual Hospital's website posted chargemaster

Definitions: Median - is the middle value in a list ordered from smallest to largest.
N/A - Not Applicable or Not Available

TAHOE FOREST HOSPITAL DISTRICT
CHARGE COMPARISON
HOSPITAL TO HOSPITAL WITH OUTPATIENT LOWER TIERED PRICING

		Note Reference	CPT Code	Prior To 8/1/2025 TFHD	Proposed Rate Increase Effective 8/1/2025 TFHD	Percentile Ranking	Inclusive of TFHD Average Median		CALIFORNIA				NEVADA			7 Hospital Average	7 Hospital Median	7 Hospital Average % Var.	7 Hospital Median % Var.
Emergency Room	Visit - Level 1	(A)	99281	\$ 487	\$ 511	29%	\$ 571	\$ 515	\$ 752	\$ 506	\$ 735	\$ 585	\$ 519	\$ 515	\$ 444	\$ 579	\$ 519	-11.7%	-1.5%
	Visit - Level 2	(A) (B)	99282	\$ 883	\$ 927	14%	\$ 1,114	\$ 943	\$ 1,559	\$ 1,274	\$ 1,230	\$ 1,170	\$ 939	\$ 943	\$ 870	\$ 1,141	\$ 1,170	-18.7%	-20.8%
	Visit - Level 3	(A) (B)	99283	\$ 1,593	\$ 1,673	29%	\$ 1,926	\$ 1,689	\$ 2,556	\$ 2,551	\$ 2,210	\$ 1,930	\$ 1,654	\$ 1,144	\$ 1,689	\$ 1,962	\$ 1,930	-14.7%	-13.3%
	Visit - Level 4	(A) (B)	99284	\$ 2,631	\$ 2,763	43%	\$ 3,234	\$ 2,763	\$ 4,501	\$ 4,093	\$ 3,710	\$ 3,802	\$ 2,601	\$ 1,856	\$ 2,548	\$ 3,302	\$ 3,710	-16.3%	-25.5%
	Visit - Level 5	(A) (B)	99285	\$ 3,870	\$ 4,064	29%	\$ 4,943	\$ 5,116	\$ 6,490	\$ 6,133	\$ 5,450	\$ 5,850	\$ 3,733	\$ 2,705	\$ 5,116	\$ 5,068	\$ 5,450	-19.8%	-25.4%
Laboratory	Basic Metabolic Panel	(B)	80048	\$ 155	\$ 163	14%	\$ 279	\$ 287	\$ 459	\$ 370	\$ 375	\$ 305	\$ 59	\$ 211	\$ 287	\$ 295	\$ 305	-44.9%	-46.6%
	Blood Gas Analysis, including O ₂ saturation	(B)	82805/82803	\$ 327	\$ 343	43%	\$ 511	\$ 343	\$ 915	\$ 821	\$ 636	\$ 651	\$ 182	\$ 328	\$ 210	\$ 535	\$ 636	-35.8%	-46.0%
	Complete Blood Count, automated	(B)	85027	\$ 113	\$ 119	29%	\$ 166	\$ 153	\$ 297	\$ 153	\$ 252	\$ 201	\$ 45	\$ 107	\$ 155	\$ 173	\$ 155	-31.3%	-23.5%
	Complete Blood Count, with differential WBC, automated	(B)	85025	\$ 141	\$ 148	29%	\$ 197	\$ 188	\$ 388	\$ 203	\$ 188	\$ 267	\$ 54	\$ 127	\$ 204	\$ 204	\$ 203	-27.6%	-27.1%
	Comprehensive Metabolic Panel	(B)	80053	\$ 192	\$ 202	14%	\$ 347	\$ 372	\$ 606	\$ 419	\$ 392	\$ 372	\$ 74	\$ 293	\$ 416	\$ 368	\$ 392	-45.1%	-48.6%
	Cratine Kinase (CK), (CPK), Total	(B)	82550	\$ 128	\$ 134	29%	\$ 201	\$ 212	\$ 343	\$ 214	\$ 291	\$ 239	\$ 46	\$ 133	\$ 212	\$ 211	\$ 214	-36.3%	-37.2%
	Lipid Panel	(B)	80061	\$ 244	\$ 256	43%	\$ 252	\$ 256	\$ 388	\$ 335	\$ 154	\$ 281	\$ 94	\$ 209	\$ 297	\$ 251	\$ 281	2.1%	-8.8%
	Partial Thromboplastin Time	(B)	85730	\$ 120	\$ 126	14%	\$ 193	\$ 209	\$ 303	\$ 209	\$ 224	\$ 229	\$ 42	\$ 250	\$ 164	\$ 203	\$ 224	-37.9%	-43.7%
	Prothrombin Time	(B)	85610	\$ 79	\$ 83	14%	\$ 137	\$ 142	\$ 168	\$ 142	\$ 177	\$ 144	\$ 30	\$ 234	\$ 119	\$ 145	\$ 144	-42.7%	-42.4%
	Thyroid Stimulating Hormone (TSH)	(B)	84443	\$ 305	\$ 305	86%	\$ 253	\$ 264	\$ 393	\$ 266	\$ 170	\$ 264	\$ 118	\$ 213	\$ 294	\$ 245	\$ 264	24.2%	15.5%
	Troponin, Quantitative	(B)	84484	\$ 278	\$ 292	29%	\$ 355	\$ 309	\$ 608	\$ 441	\$ 528	\$ 431	\$ 87	\$ 141	\$ 309	\$ 364	\$ 431	-19.7%	-32.3%
	Urinalysis, without microscopy	(B)	81002-81003	\$ 49	\$ 51	43%	\$ 64	\$ 51	\$ 107	\$ 47	\$ 63	\$ 97	\$ 24	\$ 37	\$ 88	\$ 66	\$ 63	-22.3%	-18.8%
	Urinalysis, with microscopy	(B)	81000-81001	\$ 60	\$ 63	14%	\$ 104	\$ 116	\$ 153	\$ 129	\$ 125	\$ 116	\$ 22	\$ 93	\$ 130	\$ 110	\$ 125	-42.6%	-49.7%
Diagnostic Imaging	Xray - Chest two views	(B)	71046	\$ 491	\$ 516	29%	\$ 634	\$ 536	\$ 1,050	\$ 690	\$ 1,010	\$ 293	\$ 578	\$ 396	\$ 536	\$ 650	\$ 578	-20.7%	-10.8%
	Xray - Lower Back - four views	(B)	72110	\$ 897	\$ 942	57%	\$ 930	\$ 778	\$ 1,682	\$ 1,052	\$ 1,406	\$ 327	\$ 778	\$ 579	\$ 675	\$ 928	\$ 778	1.4%	21.1%
	MRI - Head or Brain without contrast followed by contrast	(B)	70553	\$ 5,973	\$ 6,272	43%	\$ 6,653	\$ 6,272	\$ 8,079	\$ 7,286	\$ 6,723	\$ 2,167	\$ 2,633	\$ 5,239	\$ 14,823	\$ 6,707	\$ 6,723	-6.5%	-6.7%
	Mammography - Screening, Bilateral	(B)	77067	\$ 560	\$ 588	29%	\$ 632	\$ 596	\$ 928	\$ 558	\$ 618	\$ 596	\$ 669	\$ 434	\$ 666	\$ 638	\$ 618	-7.9%	-4.9%
	US - OB, 14 weeks or more, transabdominal	(B)	76805	\$ 1,131	\$ 1,188	29%	\$ 1,503	\$ 1,270	\$ 2,363	\$ 1,460	\$ 1,270	\$ 316	\$ 778	\$ 1,388	\$ 3,263	\$ 1,548	\$ 1,388	-23.3%	-14.5%
	US - Abdomen complete	(B)	76700	\$ 1,131	\$ 1,188	29%	\$ 1,851	\$ 1,645	\$ 3,225	\$ 1,688	\$ 1,645	\$ 520	\$ 778	\$ 1,689	\$ 4,073	\$ 1,946	\$ 1,688	-39.0%	-29.6%
	CT Scan - Pelvis, with contrast	(B)	72193	\$ 3,448	\$ 3,620	43%	\$ 4,679	\$ 3,620	\$ 7,151	\$ 5,869	\$ 5,011	\$ 1,860	\$ 1,277	\$ 2,676	\$ 9,972	\$ 4,831	\$ 5,011	-25.1%	-27.7%
	CT Scan - Head or Brain without contrast	(B)	70450	\$ 2,267	\$ 2,380	29%	\$ 3,666	\$ 2,678	\$ 5,460	\$ 4,157	\$ 4,525	\$ 1,240	\$ 778	\$ 2,678	\$ 8,109	\$ 3,850	\$ 4,157	-38.2%	-42.7%
	CT Scan - Abdomen with contrast	(B)	74160	\$ 3,448	\$ 3,620	43%	\$ 4,619	\$ 3,620	\$ 7,151	\$ 4,563	\$ 4,836	\$ 1,860	\$ 1,277	\$ 2,957	\$ 10,684	\$ 4,761	\$ 4,563	-24.0%	-20.7%
Room Rates	Intensive Care Unit			\$ 10,791	\$ 11,331	57%	\$ 10,685	\$ 9,885	\$ 17,678	\$ 13,071	\$ 9,885	\$ 14,727	\$ 4,926	\$ 4,650	\$ 9,215	\$ 10,593	\$ 9,885	7.0%	14.6%
	Medical/Surgical Unit - Private			\$ 5,266	\$ 5,529	71%	\$ 4,914	\$ 4,521	\$ 7,681	\$ 4,397	\$ 4,521	\$ 5,480	\$ 2,701	\$ 2,295	\$ 6,712	\$ 4,827	\$ 4,521	14.6%	22.3%
	Nursery Unit			\$ 1,485	\$ 1,559	50%	\$ 2,136	\$ 1,546	\$ 2,322	N/A	\$ 3,843	\$ 3,168	\$ 1,532	\$ 1,300	\$ 1,229	\$ 2,232	\$ 1,927	-30.1%	-19.1%
	Skilled Nursing Facility			\$ 726	\$ 762	0%	\$ 2,250	\$ 1,507	N/A	\$ 3,737	N/A	\$ 2,251	N/A	N/A	N/A	\$ 2,994	\$ 2,994	-74.5%	-74.5%
Average of all 25 common outpatient procedures noted by (B) above				\$ 1,066	\$ 1,118	57%	\$ 1,154	\$ 974	\$ 2,033	\$ 1,560	\$ 1,511	\$ 787	\$ 625	\$ 625	\$ 974	\$ 1,159	\$ 974	-3.5%	14.8%
										(C) (D)	(C) (D)								

Note Reference:

- (A)

Level 1 - low severity - example a toothache with treatment other than a prescription, Plan B Rx.
Level 2 - low to moderate severity - minor illness with no lab or x-ray other than a simple strep screen or UTI, abrasions, small cuts with no suturing
Level 3 - moderate severity - labs, x-rays, medications simple lacerations with sutures, simple asthma that resolves, sprains
Level 4 - moderate to high severity - IV's for hydration, IV medications, splinting of fractures that are straight forward, simple chest pain, asthma that needs repeated breathing treatment or medications
Level 5 - high severity - traumas, transfers, GI bleeds, overdoses, sedation for fracture reductions
- (B)

Charge is listed in the 25 most common outpatient procedures performed in a hospital per HCAI: <https://hcai.ca.gov/data/cost-transparency/hospital-chargemasters/>
- (C)

Facility has different tiered pricing for Inpatient and Outpatient. Pricing for Laboratory reflects the Outpatient pricing.
- (D)

Facility has different tiered pricing for Inpatient and Outpatient. Pricing for Diagnostic Imaging reflects the Outpatient pricing.

Charge is lower than TFHD
Charge is higher than TFHD
TFHDs percentile ranking is lower than the 50th
TFHDs percentile ranking is higher than the 50th

Source: Each individual Hospital's website posted chargemaster

Definitions: Median - is the middle value in a list ordered from smallest to largest.
N/A - Not Applicable or Not Available