

# Washington Hospital Budget Estimate



**FY 2024**

## **DIRECTORS AND OFFICERS**

WASHINGTON TOWNSHIP HEALTH CARE DISTRICT  
2000 Mowry Avenue  
Fremont, California 94538  
(510) 797-1111

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Effective July 1, 2023

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# WASHINGTON HOSPITAL

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# MISSION STATEMENT

As the local Health Care District, our mission is to meet the health care needs of the District residents through medical services, education and research.

Within this scope, Washington Township Health Care District is committed to assuming the leadership role in improving and maintaining the health status of the residents by:

Identifying and assessing community health care needs.

Developing mechanisms to respond to the identified needs within the financial capabilities of the District.

Committing to a culture of patient safety and accountability.

Adopting identified best practices.

Providing access to high quality, cost-effective health services through an integrated delivery system.

Partnering with a diverse medical staff, academic medical centers and other providers to meet the health care needs of the District residents.

Providing appropriate employee, professional and community educational resources to enhance patient care and health promotion throughout the District.

To support the fulfillment of the mission, the District's strategic vision is to be the regional medical center of Southern Alameda County offering services that span the full range of care within the available financial resources.

Resolved by the Board of Directors  
Washington Township Health Care District  
April 22, 2020

**WASHINGTON HOSPITAL  
BUDGET ESTIMATE**

(In thousands)

I.	<u>REVENUE</u>	\$618,210
A.	<u>Net Operating Revenue</u>	\$593,027
	Patient Revenue	\$2,499,637
	Less: Contractual Allowances and Provisions	1,922,010
	Net Patient Revenue	577,627
	Other Operating Revenue	15,401
B.	<u>Net Non-Operating Revenue</u>	\$25,183
	Investment Income	\$3,387
	Rental Income, Net of Amortization	635
	General Obligation Bond Property Tax Revenue	16,626
	Foundation Donation	4,535
II.	<u>EXPENDITURES</u>	\$618,210
A.	<u>Operating Expenditures</u>	\$577,976
	Salaries, Wages & Benefits	\$367,031
	Supplies & Services	163,016
	Insurance	4,263
	Utilities	6,819
	Reserves - Depreciation	36,847
B.	<u>Non-Operating Expenditures</u>	\$40,234
	Plant & Equipment	\$43,336
	General Obligation Bond Debt Service	17,972
	Revenue Bond Debt Service	15,665
	Funding of Affiliate Operations, Net	27,003
	Reserves - Capital & Operations	(63,742)



# Washington Hospital Healthcare System

2000 Mowry Avenue, Fremont, California 94538-1716 | 510.797.1111  
www.whhs.com

**DATE:** June 9, 2023  
**TO:** Washington Township Health Care District Board of Directors  
**FROM:** Kimberly Hartz, Chief Executive Officer  
**SUBJECT:** Proposed Fiscal Year 2024 Budget Estimate for the Washington Township Health Care District

The Budget Estimate for Fiscal Year 2024 will be presented to the Board of Directors at the June 14, 2023 meeting. Upon approval by the Board of Directors, the Budget will constitute authority for the Chief Executive Officer to meet the financial obligations of the Washington Hospital Healthcare System within available funds, in accordance with the District's Mission Statement, applicable laws, regulations, procedures and precedents pertaining to the District.

The FY 2024 Budget for Washington Hospital provides for net operating revenue in the amount of \$593,027,000 and total operating expenses of \$577,976,000. This year, total depreciation is budgeted at \$36,847,000. As a result, we are projecting an operating income of \$15,052,000. Capital spending requests are budgeted at \$43,336,000. These capital requests will be funded with \$29,430,000 of bond proceeds and donations, as well as \$13,906,000 of District cash flow funds. In addition, the proposed FY 2024 Budget Estimate includes \$27,003,000 to fund operations of the Washington Township Hospital Development Corporation and Washington Township Medical Foundation. These two entities are integral to meeting our goal of continuing to improve the health status of the residents of our District.

Washington Hospital experienced some of the most unprecedented medical and economic challenges during the COVID-19 pandemic. The pandemic had a heavy financial toll on California hospitals including Washington Hospital. As operations recover and normalize, the System's situation has improved. The COVID-19 State of Emergency in California was lifted on February 28, 2023. However, the impact it had was far reaching and will remain with us as a System and community for some time. We also recognize that COVID-19 is not going away but is now simply a part of our "new normal". From an operational standpoint, we have incorporated many COVID-19 learnings into our daily routines and processes to meet new demands and to continue to care for our community well into the future.

The operational and financial challenges of the past few years marked by the pandemic prompted the System to reevaluate our growth plans and embark on a "Road to Recovery." Starting in FY22, we focused on stabilizing and optimizing the operations of the organization, building the needed infrastructure, and recapturing the patient volumes that had diminished during the height of the pandemic as patients delayed accessing care. The System worked diligently in FY23 towards these goals in spite of the economically challenged environment.

In FY24, we continue to focus on our Road to Recovery improving care coordination and utilization management to ensure our patients receive the appropriate level of care and for the appropriate duration, in order to achieve the most optimal patient outcomes possible. We are working to improve our revenue cycle processes and collaborate more closely with the payers as well as our patients. We have made significant progress in these areas and continue to move forward, never losing sight of our Patient First Ethic. These efforts require our staff, our physicians and our management team to work closely and collaboratively in order to achieve results that are crucial to our future success and sustainability.

*Kimberly Hartz, Chief Executive Officer*

Washington Township Health Care District • Washington Hospital • Institute for Joint Restoration and Research • Sandy Amos RN Infusion Center  
Taylor McAdam Bell Neuroscience Institute • UCSF - Washington Cancer Center • Washington Center for Wound Healing & Hyperbaric Medicine  
Washington Maternal Child Education • Washington on Wheels • Washington Outpatient Diabetes Program • Washington Outpatient Imaging Center  
Washington Outpatient Rehabilitation Center • Washington Outpatient Surgery Center • Washington Prenatal Diagnostic Center  
Washington Radiation Oncology Center • Washington Special Care Nursery • Washington Sports Medicine • Washington Township Medical Foundation  
Washington Urgent Care • Washington Wellness Center • Washington Women's Center





Even as we work to achieve operational improvements and meet the needs of our community today, we keep our eyes on the road ahead. We are taking steps to grow and expand the services our community will need tomorrow, by making the investments required today. This brings us to the final keystone of our Road to Recovery journey. We continue to focus on new growth and building the infrastructure for growth in our strategic service lines in order to meet the future needs of our patients and community.

In 2022, we were designated as the next Level II Adult Trauma Center for Alameda County. FY23 saw us begin moving forward in our journey with the numerous preparations needed in order to see our first trauma patient in the late summer of 2024. In FY24 we will continue the recruitment process for our Trauma Director and Medical Director positions, partner with trauma consultants to develop the operational policies and procedures required and work with staff and physicians on necessary training and education. The financial resources needed for capital and operational requirements related to trauma have been included in the FY24 budget.

We continue to prioritize physician and staff recruitment and retention to serve our community with the best talent available as we grow important clinical service lines. We continue to see growth in our cancer care services year over year. We have expanded our orthopedic service line and have partnered with our physicians to further expand into additional clinic space and outpatient surgery centers. Oncology, orthopedics, neurosciences and maternal child health continue to be key areas of strategic growth.

We secured from our community funding in FY22 to begin the final phase of the Facility Master Plan, which will ensure that we can meet the California seismic requirements and provide state-of-the-art facilities for the community we serve. In FY23, we completed the design and will be submitting the construction documents for approval of the Morris Hyman Infill Project. Construction on the Patient Bridge Connection is well underway and should be completed in FY24. In FY24, we will also begin the design of our Phase 3 building. These projects are vital to maintaining the high level of care we provide to our community into the future, and we are extremely thankful to our community for supporting this next phase of our Facility Master Plan.

As we continue our journey on the “Road to Recovery” and move into FY24, we will be facing new challenges and a lasting difficult health care environment coupled with a potential recession and significant escalations in our cost of labor, pharmaceuticals, and supplies. Along with inflationary pressures, we are also seeing volatile investment markets, which have evaporated significant gains on our operating reserves and pension funds earned during calendar year 2021 and early 2022. Less income from our market investments and capital investments can impact an organization’s ability to finance future capital investments and purchases.

As we work to address the ongoing workforce shortage most hospitals are also struggling with, we have made significant investments in our workforce, including staff and physicians across the System. These investments represent increases in our labor cost and professional fees.

Overall, the FY24 budget provides the necessary resources to sustain and further the clinical excellence we provide here at Washington Hospital Healthcare System. It also supports our institutional commitment to the Patient First Ethic.

*Kimberly Hartz, Chief Executive Officer*

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# Washington Hospital Healthcare System

2000 Mowry Avenue, Fremont, California 94538-1716 | 510.797.1111  
www.whhs.com

Maintaining our financial health is essential to caring for our community, investing in new technologies and services, and preparing for the future, including pandemics and other unexpected emergencies. We are confident that the hard work, resilience, and compassion shown by our staff and physicians each and every day, will ensure that even during uncertain and difficult times, the health care needs of our patients will be met and exceeded by their independent, local community hospital.

Kimberly Hartz  
Chief Executive Officer

*Kimberly Hartz, Chief Executive Officer*

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## **PLANS AND PRIORITIES**

The major strategic and operational initiatives for Fiscal Year 2024 are:

- Drive Continuous Improvements in Quality and Safety
- Implement Utilization Management and Revenue Cycle Strategies
- Optimize Payer Contracting Reimbursement Rates
- Leverage Mission Critical Technology to Enhance the Patient Experience
- Continue Investing in our Diversity, Equity, and Inclusion (DEI) Journey
- Strengthen Recruiting and Retention Across WHHS
- Continue appropriate Cost Savings Initiatives, including Labor Productivity
- Implement the next phase of our campaign to refresh the WHHS brand
- Continue to prepare for the FY25 go live as a Trauma Center by hiring and training new and existing staff and physicians and developing appropriate operational policies and procedures
- Focus on strategic growth initiatives (including partnerships and joint venture agreements)
  - Cancer Care Services, Cath lab, Cardiac and Neuro Programs, Joint Replacement, and Maternal Child Health
- Fund Capital Infrastructure Investments in our future, including the Patient Bridge and Morris Hyman Expansion of Patient Services (In-fill Project), Expansion of the Institute for Joint Restoration and Research Clinic, and relocation of WTMF to the Fremont Office Center (FOC)

These priorities have been included in the budget.

## **SERVICE VOLUMES**

Discharges for FY24 are budgeted to increase 5.5%, driven by anticipated growth in both medical and surgical cases.

Corresponding to the expected increase in discharges and partially offset by the expected decline in average length of stay, Patient Days are expected to increase 1.6%. The average length of stay is projected to decrease by 5.5%, due to ongoing care coordination and utilization management efforts.

Surgical cases overall are budgeted to increase by 2.2% driven primarily by growth in endoscopy, cardiac and neuro surgeries. The anticipated growth is partially offset by the expected decline in joint replacement cases, which are migrating to our existing and new outpatient surgery centers.

Total Cath Lab cases are budgeted to increase by 19.8%, driven by increases in non-vascular and peripheral cases. In FY23, we saw our Cath Lab cases decline due to physician turnover, but FY24 is expected to be on par with FY22 due to recruiting new physicians to the Healthcare System.

Outpatient visits are expected to remain consistent with the current year. The anticipated growth in our oncology program, including infusion visits and radiation oncology visits, as well as other areas is offset by the decline in lab visits related to the regulatory changes in Covid-19 testing requirements.

These changes are reflected in revenues, reimbursement and expenses in this Budget.

### **PATIENT REVENUES**

Gross patient revenue is expected to increase 5.6% due to the volume increases as outlined above.

The improvement in the contractual write-off and provision for doubtful accounts percentage is related to improvements in the commercial payer contracts as well as the implementation of revenue cycle improvement initiatives.

As a result, Net Patient Revenue is expected to increase by 8%.

### **OTHER OPERATING REVENUES**

The 56.9% increase in other operating revenues primarily reflects new revenue related to the 340B Retail Pharmacy Program. This program allows us to purchase many drugs at a meaningful discount.

### **OPERATING EXPENDITURES**

Significant factors influencing the overall 4.1% increase in operating expenditures for the budget year are as follows:

- Salaries and Wages are expected to increase 6.9% due to wage inflation and increases in FTEs related to the volume increases. There are also additional FTEs for new programs including Trauma, Radiation Oncology and infrastructure improvements.
- Employee Benefits are expected to remain relatively flat with FY23. It should be noted, however, that the projection for FYE23 includes a pension expense of \$20.0 million that will be recorded at the end of June 2023. The FY24 budget includes an anticipated pension expense of \$19.8 million. Both years, the projection and budget, represent a significant increase from the FY22 expense amounts, when a credit of \$5.0 million was recorded due to favorable investment earnings in the pension plan prior to CY22. The expense amounts recorded in FY23 and FY24 reflect a portion of the market value depreciation the plan incurred in CY22.
- Professional fees are expected to increase 5.1% primarily due to market-based rate increases to recruit and retain physicians as well as cost related to the development of the Trauma program. The increases in physician fees are partially offset by a decrease in consulting expense related to consulting projects related to the utilization and revenue cycle initiatives in current year coming to an end.
- Supplies are expected to increase 6.7% due to increased volume and inflation.
- Purchased Services are expected to increase 8.6% due to costs related to the Trauma program development, increase in security services, and an expected increase in recruitment fees.
- Utilities are expected to increase 8.7% due mainly to inflation in energy cost.
- Insurance is expected to increase by 19.3% due to premium rate increases in both professional liability, property, cyber and other insurance.

- Marketing & Advertising is expected to increase 103.8% as the Healthcare System implements its re-branding efforts, as well as implementing advertising related to identified product lines and trauma.
- Software Licenses & Maintenance is increasing 5.2% due to inflation.
- Depreciation is decreasing 15.8% as certain assets have been fully depreciated.

### **NON-OPERATING INCOME**

- Investment income is projected to decrease 16.4% given the more recent earnings performance.
- Rental income is estimated to increase due to new tenants anticipated.
- As part of the District's continuing budget policy, realized and unrealized gains or losses on the investment portfolio are not budgeted due to the unpredictability of market performance.
- General Obligation Bond Property Tax Revenue of \$16.6 million provides for the debt service requirements on our General Obligation Bonds for the year.
- Foundation donations are expected to see their best year of giving in FY24 since the Morris Hyman Building project. The charitable Foundation has an active capital fundraising campaign going on right now for the new Cancer Center.
- Interest Expense is expected to remain flat. This will increase should we issue any additional bonds in FY24. The increase will depend on how much is issued and the maturity of the bonds.
- There is \$600k budgeted for bond issuance costs anticipated in FY 2024.

### **AFFILIATE OPERATIONS**

- The FY 2024 Budget Estimate includes the support for WTMF and other affiliate operations in the amount of \$29.1 million. This represents a funding amount of \$27.0 million; net losses excluding depreciation.

## INCOME STATEMENT

<i>(In thousands)</i>	Budget FY 2024	Projected FY 2023	Change	Percent Change
<b>Patient Revenue</b>				
Inpatient	\$ 1,506,475	\$ 1,414,143	\$ 92,332	6.5%
Outpatient	993,162	952,101	41,061	4.3%
<b>Total Patient Revenue</b>	<b>\$ 2,499,637</b>	<b>\$ 2,366,244</b>	<b>\$ 133,393</b>	<b>5.6%</b>
<b>Contractual Allowances</b>	(1,877,175)	(1,794,493)	(82,682)	-4.6%
<b>Provisions for Charity and Doubtful Accounts</b>	(44,835)	(36,726)	(8,108)	-22.1%
<b>Total Contractual Allowances and Provisions for Charity and Doubtful Accounts</b>	(1,922,010)	(1,831,219)	(90,791)	-5.0%
<b>Contractual Allowances as a % of Revenue</b>	75.1%	75.8%		
<b>Provision for Charity and Doubtful Accounts as a % of Revenue</b>	1.8%	1.6%		
<b>Net Patient Revenue</b>	<b>\$ 577,627</b>	<b>\$ 535,024</b>	<b>\$ 42,602</b>	<b>8.0%</b>
Other Operating Revenue	15,401	9,816	5,585	56.9%
<b>Net Operating Revenue</b>	<b>\$ 593,027</b>	<b>\$ 544,840</b>	<b>\$ 48,187</b>	<b>8.8%</b>
<b>Operating Expenses</b>				
Salaries	275,966	258,255	(17,710)	-6.9%
Benefits	91,065	90,646	(419)	-0.5%
Professional Fees	42,734	40,650	(2,084)	-5.1%
Supplies	75,583	70,842	(4,741)	-6.7%
Purchased Services	31,088	28,637	(2,452)	-8.6%
Utilities	6,819	6,276	(543)	-8.7%
Insurance	4,263	3,573	(690)	-19.3%
Marketing & Advertising	936	459	(477)	-103.8%
Software Licenses & Maintenance	7,746	7,360	(386)	-5.2%
Other Expenses	4,929	4,584	(345)	-7.5%
Depreciation	36,847	43,756	6,910	15.8%
<b>Total Operating Expenses</b>	<b>\$ 577,976</b>	<b>\$ 555,038</b>	<b>\$ (22,937)</b>	<b>-4.1%</b>
<b>Income from Operations</b>	<b>\$ 15,052</b>	<b>\$ (10,198)</b>	<b>\$ 25,250</b>	<b>247.6%</b>
<b>Operating Margin</b>	<b>2.5%</b>	<b>-1.9%</b>		
<b>Net Non-Operating Income &amp; Expense</b>				
Investment Income	3,387	4,052	(666)	-16.4%
General Obligation Bond Property Tax Revenue	16,626	18,150	(1,524)	-8.4%
Interest Expense	(20,344)	(20,285)	(59)	-0.3%
Rental Income, Net	635	579	56	9.6%
Bond Issuance Cost	(600)	14	(614)	-4455.1%
Realized Gain/(Loss) on Investments	-	(998)	998	100.0%
Unrealized Gain/(Loss) on Investments	-	(361)	361	100.0%
Foundation Donation	4,535	517	4,018	777.7%
Federal Subsidies	-	550	(550)	-100.0%
<b>Total Net Non-Operating Income &amp; Expense</b>	<b>\$ 4,238</b>	<b>\$ 2,218</b>	<b>\$ 2,019</b>	<b>91.0%</b>
<b>Net Income</b>	<b>\$ 19,290</b>	<b>\$ (7,980)</b>	<b>\$ 27,269</b>	<b>341.7%</b>
<b>Net Margin</b>	<b>3.3%</b>	<b>-1.5%</b>		
<b>Net Loss of Affiliate Operations</b>	<b>\$ (29,097)</b>	<b>\$ (29,722)</b>	<b>\$ 625</b>	<b>2.1%</b>
<b>* Total Net Income / (Loss)</b>	<b>\$ (9,808)</b>	<b>\$ (39,488)</b>	<b>\$ 29,681</b>	<b>75.2%</b>

\*The Consolidated Net Income for Budget FY2024 represents the combined net income and does not include consolidating entries, whereas the Projected FY23 includes \$1.8 million in consolidating entries

## VOLUMES

	<u>Budget FY 2024</u>	<u>Projected FY 2023</u>	<u>Change</u>	<u>Percent Change</u>
Discharges	11,479	10,879	600	5.5%
Patient Days	59,985	59,061	924	1.6%
Average Daily Census (ADC)	164	162	2	1.2%
Outpatient Observation Days	3,093	3,189	(96)	-3.0%
Average Length of Stay	5.2	5.5	(0.3)	-5.5%
Deliveries	1,562	1,499	63	4.2%
Surgical Cases	5,639	5,519	120	2.2%
Joint Replacement Cases	1,912	1,963	(51)	-2.6%
Cardiac Surgical Cases	139	129	10	7.8%
Neuro-Surgical Cases	336	304	32	10.5%
Endoscopy Cases	1,254	1,125	129	11.5%
Other Surgical Cases	1,998	1,998	-	0.0%
Cath Lab Cases	2,404	2,007	397	19.8%
Cardiac Cases	1,049	1,024	25	2.4%
Peripheral Vascular Cases	590	427	163	38.2%
Neuro-Radiology Cases	73	64	9	14.1%
Non-Vascular Cases	692	492	200	40.7%
Emergency Room Visits	60,792	57,625	3,167	5.5%
Outpatient Visits	106,404	106,404	-	0.0%

**PERFORMANCE INDICATORS**

	<u>Budget FY 2024</u>	<u>Projected FY 2023</u>	<u>Percent Change</u>
<b><u>Productivity</u></b>			
Total Productive FTEs	1,476.1	1,416.4	-4.2%
Non-Productive FTEs	187.6	207.0	9.4%
Total Paid FTEs	1,663.7	1,623.4	-2.5%
Paid FTEs/Adjusted Occupied Bed	6.12	6.00	-2.0%
Productive FTEs/Adjusted Occupied Bed	5.43	5.23	-3.8%
<b><u>Financial Indicators</u></b>			
Contractual Allowances as a % of Revenue	75.1%	75.8%	
Provision for Charity & Doubtful Accounts as a % of Revenue	1.8%	1.6%	
Supplies/Net Patient Revenue %	13.1%	13.2%	
Operating Margin	2.5%	-1.9%	
Net Margin	3.3%	-1.5%	

## HOSPITAL REVENUE

<i>(In thousands)</i>	<b>Budget FY 2024</b>	<b>Projected FY 2023</b>
<b>Patient Revenue:</b>		
Inpatient	\$ 1,506,475	\$ 1,414,143
Outpatient	993,162	952,101
<b>Total Goss Revenue</b>	<b>\$ 2,499,637</b>	<b>\$ 2,366,244</b>
<b>Contractual Allowances and Provisions:</b>		
Contractual Allowances by Payors	(1,877,175)	(1,794,493)
Provision for Charity and Doubtful Accounts	(44,835)	(36,726)
<b>Total Contractuals and Provisions for Charity and Doubtful Accounts</b>	<b>\$ (1,922,010)</b>	<b>\$ (1,831,219)</b>
<b>Net Patient Revenue</b>	<b>\$ 577,627</b>	<b>\$ 535,024</b>
<b>Other Operating Revenue</b>	<b>\$ 15,401</b>	<b>\$ 9,816</b>
<b>Total Operating Revenue</b>	<b>\$ 593,027</b>	<b>\$ 544,840</b>
<b>Total Net Patient Revenue as a Percent of Gross Revenue</b>	<b>23.1%</b>	<b>22.6%</b>

**OPERATING EXPENSES**

<i>(In thousands)</i>	<b>Budget FY 2024</b>	<b>Projected FY 2023</b>	<b>Percent Change</b>
Salaries	\$ 275,966	\$ 258,255	-6.9%
Benefits	91,065	90,646	-0.5%
Professional Fees	42,734	40,650	-5.1%
Supplies	75,583	70,842	-6.7%
Purchased Services	31,088	28,637	-8.6%
Utilities	6,819	6,276	-8.7%
Insurance	4,263	3,573	-19.3%
Marketing & Advertising	936	459	-103.8%
Software Licenses & Maintenance	7,746	7,360	-5.2%
Other Expenses	4,929	4,584	-7.5%
Depreciation	36,847	43,756	15.8%
<b>Total Operating Expenses</b>	<b>\$ 577,976</b>	<b>\$ 555,038</b>	<b>-4.1%</b>



## NON-OPERATING INCOME &amp; EXPENSE

<i>(In thousands)</i>	<b>Budget FY 2024</b>	<b>Projected FY 2023</b>	<b>Percent Change</b>
Investment Income	\$ 3,387	\$ 4,052	-16.4%
General Obligation Bond Property Tax Revenue	16,626	18,150	-8.4%
Interest Expense	(20,344)	(20,285)	-0.3%
Rental Income, Net	635	579	9.6%
Bond Issuance Cost	(600)	14	-4455.1%
Foundation Donation	4,535	517	777.7%
Federal Subsidies	-	550	-100.0%
Subtotal	<u>\$ 4,238</u>	<u>\$ 3,577</u>	18.5%
Realized Gain/(Loss) on Investments *	-	(998)	100.0%
Unrealized Gain/(Loss) on Investments *	-	(361)	100.0%
<b>Total Non-Operating Income &amp; Expense</b>	<b><u>\$ 4,238</u></b>	<b><u>\$ 2,218</u></b>	<b>91.1%</b>

\* Washington Hospital does not budget for gains or losses on investments.

**CAPITAL BUDGET**

<i>(In thousands)</i>	<b>Budget FY 2024</b>
<b><u>New Capital Requests</u></b>	
Warm Springs Buildout Phase 1	\$ 9,240
Phase 3 - Design, Permitting, & Construction - Hospital	8,000
Cancer and Infusion Center Redesign	3,840
Morris Hyman Critical Care Pavilion (MHCCP) Infill Project	2,840
Various Rental Property Tenant Improvements	1,000
Urgent Care Clinics	600
Routine Capital Equipment and Projects	6,362
<b>Total New Capital Request</b>	<b>\$ 31,882</b>
 <b><u>Committed Capital</u></b>	
Bridge Connection - OR to Morris Hyman Critical Care Pavilion	\$ 8,456
Institute for Joint Restoration Research - Garden Clinic	2,459
Fremont Office Center WTMF	539
<b>Total Committed Capital</b>	<b>\$ 11,454</b>
 <b>Total Capital</b>	 <b><u><u>\$ 43,336</u></u></b>